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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2006 to 30 June 2007 and budget for the period from 1 July 2008 to 30 June 2009

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296 of 22 June 2005, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It provides consolidated information on the performance of the budgets for the period from 1 July 2006 to 30 June 2007 and on the budget proposals for the period from 1 July 2008 to 30 June 2009. The report also provides responses on the implementation of requests contained in General Assembly resolution 61/276 of 29 June 2007 and requests of the Advisory Committee on Administrative and Budgetary Questions in its general report on the financing of United Nations peacekeeping operations (A/61/852) endorsed by the General Assembly. In addition, the report outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2008/09. The overview report also includes a section on the status of the Peacekeeping Reserve Fund.

For the period from 1 July 2006 to 30 June 2007, total expenditure amounted to $5,156.9 million, against a total approved budget of $5,399.1 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	*1 July 2006 to 30 June 2007*		*Variance*	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Missions	5 174.6	4 946.3	228.3	4.4
United Nations Logistics Base at Brindisi[a]	35.5	32.9	2.6	7.2
Support account for peacekeeping operations[a]	189.0	177.7	11.3	6.0
Subtotal	**5 399.1**	**5 156.9**	**242.2**	**4.5**
Voluntary contributions in kind (budgeted)	8.0	7.2	0.8	10.8
Total	**5 407.1**	**5 164.1**	**243.0**	**4.5**

[a] Apportionment is based on approved resources for peacekeeping operations.

Financial resources for peacekeeping operations for the period from 1 July 2008 to 30 June 2009 are estimated at $7,352.1 million, compared with the approved level of $6,739.0 million for the period from 1 July 2007 to 30 June 2008, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2007 to 30 June 2008 (apportionment)*	*1 July 2008 to 30 June 2009 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions	6 468.1	7 018.6	550.5	8.5
United Nations Logistics Base at Brindisi[a]	40.4	45.8	5.4	13.5
Support account for peacekeeping operations[a]	230.5	287.7	57.2	24.8
Subtotal	**6 739.0**	**7 352.1**	**613.1**	**9.1**
Voluntary contributions in kind (budgeted)	7.8	7.8	0.0	0.6
Total	**6 746.8**	**7 359.9**	**613.1**	**9.1**

[a] Apportionment is based on approved resources for peacekeeping operations.

The actions to be taken by the General Assembly are set out in section VIII of the present report.

Abbreviations

BINUB	United Nations Integrated Office in Burundi
BONUCA	United Nations Peacebuilding Office in the Central African Republic
CMP	Committee on Missing Persons in Cyprus
CNMC	Cameroon-Nigeria Mixed Commission
LRA	Special Envoy of the Secretary-General for Lord's Resistance Army (LRA) affected areas
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMIR	United Nations Assistance Mission for Rwanda
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Commission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Political Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan

UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOSEK	United Nations Office of the Special Envoy of the Secretary-General for the Future Status Process for Kosovo
UNOTIL	United Nations Office in Timor-Leste
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNRCCA	United Nations Regional Centre for Preventive Diplomacy in Central Asia
UNSCO	United Nations Special Coordinator for the Middle East Process
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization

I. Background

1. Table 1 below provides an overview of trends in peacekeeping operations for the financial periods from 2002/03 to 2008/09.

Table 1
Scope of peacekeeping, political and peacebuilding missions and civilian staff to support missions[a]

Number/amount	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*[b]
A. Peacekeeping missions							
Ongoing missions[c]	14	16	15	17	16	17	17
Missions closed	—	2	—	2	1	—	—
Countries contributing military and police personnel	90	97	105	109	114	119	119
Military contingents	36 000	48 988	58 838	63 099	72 628	93 175	88 706
Military observers[c]	1 804	2 013	2 155	2 683	2 645	3 053	2 922
United Nations police	5 979	4 148	5 043	4 814	5 467	9 919	9 667
United Nations formed police	960	1 100	1 715	2 625	3 997	6 981	6 872
Civilian staff in missions[c, d]	11 353	10 545	12 236	13 225	18 921	27 801	28 656
Peacekeeping budget level[e] (billions of United States dollars)	2.5	2.7	4.2	4.8	5.0	6.7	7.3
B. Political and peacebuilding missions							
Ongoing political and peacebuilding missions[f]	12	11	15	16	17	17	17
Military and police personnel	14	12	35	265	289	539	551
Civilian staff in missions[g]	908	1 916	1 571	2 393	2 924	4 794	3 997
Budget level[h] (millions of United States dollars)	37.1	46.7	92.1	156.7	357.4	448.6	386.6
C. Civilian staff to support missions[i]	888	935	959	1 095	1 097	1 421	1 690
Budget level (millions of United States dollars)	122.5	141.6	158.6	187.0	233.8	280.5	333.5

[a] Data for military, police and civilian personnel represent peak numbers from 2002/03 to 2006/07, approved ceilings for 2007/08 and projected numbers for 2008/09. They supersede the data provided in the overview report of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2005 to 30 June 2006 and budget for the period from 1 July 2007 to 30 June 2008 (A/61/786).

[b] Based on current mandates of ongoing missions.

[c] Includes UNMOGIP and UNTSO but excludes UNLB.

[d] Comprises international and national staff, United Nations Volunteers and represents peak numbers from 2002/03 to 2006/07, approved levels for 2007/08 and projected staffing for 2008/09, including positions funded under general temporary assistance.

[e] Covers the annual budgets of all peacekeeping missions, the support account and UNLB, but excludes UNMOGIP and UNTSO.

[f] Includes special political missions supported by the Department of Peacekeeping Operations, namely BINUB, BONUCA, CNMC, LRA, UNSCOL, UNAMA, UNAMI, UNIIIC, UNMIN, UNIOSIL, UNOGBIS, UNOSEK, UNOWA, UNPOS, UNRCCA, as well as UNSCO and CMP.

[g] Consolidated data for 2002/03 and 2003/04 represent authorized staffing, while data from 2004/05 to 2006/07 reflect peak numbers, data for 2007/08 represent approved staffing and data for 2008/09 are projected numbers including all special political missions. Data relate to calendar years 2002 to 2008.

[h] Data based on proposed budgets including all special political missions. Data relate to calendar years 2002 to 2008.

[i] Data for the period 2002/03 to 2007/08 represent the authorized number of posts funded from the support account, the regular budget (DPKO only) and UNLB; data for 2008/09 comprise the authorized number funded from the regular budget (2007-2008) and the projected number to be funded from the support account and UNLB.

2. As shown in table 1 above, the scope of peacekeeping activities has dramatically increased since 2002/03. The number of military contingent personnel in United Nations peace operations has grown from 36,000 in 2002/03 to a projected number of 88,706 in 2008/09, representing a 146 per cent increase. The range of peacekeeping activities has broadened from the smaller, more traditional peacekeeping missions to the establishment of larger, more complex, integrated and multidimensional missions. Between 2002/03 and 2008/09, the total peacekeeping budget level is anticipated to triple, although the number of active peacekeeping missions for 2008/09 would increase by only three missions compared to the number of active missions in the 2002/03 period.

3. Similarly, the number of special political and peacebuilding missions for which the Department of Peacekeeping Operations and the Department of Field Support provide support or have the substantive lead has increased from 12 missions in 2002 to 17 missions in 2008. The total budget level for special political and peacebuilding missions has also risen from $37.1 million in 2002 to $386.6 million in 2008.

4. The present report outlines the current status of peacekeeping in the United Nations. It provides summary information on the performance of the budgets of peacekeeping missions, UNLB and the peacekeeping operations support account for the period from 1 July 2006 to 30 June 2007, and on the implementation of the requests of the General Assembly in its resolution 61/276 and of recommendations of the Advisory Committee on Administrative and Budgetary Questions in its general report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations (A/61/852) endorsed by the General Assembly. In addition, the report outlines the management initiatives that the Department of Peacekeeping Operations and the Department of Field Support plan to implement in the 2008/09 period, subject to their approval by the General Assembly, and a preliminary overview of the proposed budget for peacekeeping operations for the period from 1 July 2008 to 30 June 2009. Summary information on the status of the Peacekeeping Reserve Fund as at 30 June 2007 is provided in section V of the present report. Section VI provides updated information on the management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries. Section VII provides summary information on death and disability compensation.

II. Status of peacekeeping

5. The Department of Peacekeeping Operations directs and manages 17 peacekeeping operations, 4 special political missions (BINUB, UNAMA, UNIOSIL and UNOSEK) and UNLB. The Department of Field Support serves these field operations and UNLB, as well as 13 other United Nations special political missions.

6. In 2007, both departments were extensively engaged in planning, equipping and meeting deployment schedules for two new operations established by the Security Council, in Darfur (UNAMID) and the Central African Republic and Chad (MINURCAT), in its resolutions 1769 (2007) and 1778 (2007) respectively. These two unique and complex operations must be deployed almost to the centre of Africa, over extended supply lines and across inhospitable terrain. The operations will be especially challenging, as both call for intensive collaboration with partner

organizations. With the introduction of the hybrid framework, peacekeeping is breaking new ground. Considerable time, attention and refinement will be required to build effective and complementary partnerships to successfully meet these challenges.

7. United Nations peacekeeping operations engage approximately 140,000 women and men in the field, who carry out a broad range of mandated tasks in volatile and uncertain environments. Military troops and police, the emblematic blue helmets of United Nations peacekeeping, provide the transitional security that underpins a host of interdependent strategies to deliver increasingly multifaceted and robust Security Council mandates.

8. To meet these mandates, the Department of Peacekeeping Operations and the Department of Field Support are implementing the reforms initiated in 2005 with the launch of Peace Operations 2010. That initiative identified five components essential to successful peace operations: personnel, doctrine, partnerships, resources and organization. In this connection, the decision taken by the General Assembly in its resolution 61/279 of 29 June 2007 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations, including the establishment of the Department of Field Support, represents a pivotal step towards establishing the structure and capacities needed to bring to life the goals of Peace Operations 2010. First and foremost, these decisions lay the foundation for improved performance and strengthened support to deliver Security Council mandates. They also strengthen stewardship of the Organization's resources entrusted to peacekeeping to better assist and protect those who suffer the ravages of conflict. In so doing, the Organization must also be mindful of its duty of care for the United Nations personnel engaged in these efforts.

9. The Department of Peacekeeping Operations/Department of Field Support realignment plan focuses on eight priority areas, as follows: (a) establishment of common policies and processes for activities of the departments; (b) selection to senior positions; (c) selection of new personnel; (d) development and conduct of training programmes; (e) development and implementation of evaluation mechanisms; (f) provision of suitable and sufficient office space; (g) provision of information technology, communications support and information management support; and (h) outreach and information to Member States, and internal and external partners, as well as internally to the staff of both departments. The implementation of the realignment plan is governed by four key principles: (a) give priority to field operations; (b) adhere to unity of command; (c) keep it simple; and (d) clear communication.

10. Progress in the restructuring of the Department of Peacekeeping Operations/Department of Field Support will be addressed in the report of the Secretary-General entitled "Preliminary report on the status of implementation of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations" (A/62/741).

11. United Nations peacekeeping faces exacting challenges as the departments strive to reshape the foundations of peacekeeping while maintaining the fast-tempo activities required to deploy and sustain mandated operations in remote, austere and dangerous locations. In 2008/09, the Department of Peacekeeping Operations and the Department of Field Support will undertake an evaluation of the restructuring of the departments from the perspective of field missions, partners and Headquarters.

Lessons learned will serve to refine the restructuring of the departments. Business processes will also be reviewed and improved as part of efforts to further professionalize and strengthen the management of and support to United Nations peacekeeping operations.

III. Budget performance for the period from 1 July 2006 to 30 June 2007

12. As shown in table 2 below, the total approved budget for the period from 1 July 2006 to 30 June 2007 amounted to $5.4 billion, inclusive of UNLB and the support account. The related expenditure amounted to $5.2 billion, resulting in an overall unencumbered balance of $0.2 billion.

Table 2
Financial resource performance for the period 2006/07
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURCAT	1 114.1	1 114.1	—	—
MINURSO	42 619.4	41 702.6	916.8	2.2
MINUSTAH	489 207.1	484 020.1	5 187.0	1.1
MONUC	1 091 242.8	1 085 127.9	6 114.9	0.6
ONUB	128 536.7	118 534.1	10 002.6	7.8
UNDOF	39 865.2	39 549.0	316.2	0.8
UNFICYP	44 831.4	47 347.9	(2 516.5)	(5.6)
UNIFIL	496 615.5	495 735.7	879.8	0.2
UNMEE	137 385.1	126 618.4	10 766.7	7.8
UNMIK	217 962.0	210 192.0	7 770.0	3.6
UNMIL	714 613.3	676 202.0	38 411.3	5.4
UNMIS	1 079 534.4	990 276.2	89 258.2	8.3
UNMIT	184 819.9	146 848.8	37 971.1	20.5
UNOCI	472 889.3	450 769.6	22 119.7	4.7
UNOMIG	33 377.9	32 297.9	1 080.0	3.2
Subtotal, missions	**5 174 614.1**	**4 946 336.3**	**228 277.1**	**4.4**
UNLB	35 478.7	32 929.2	2 549.5	7.2
Support account	189 017.4	177 696.9	11 320.5	6.0
Subtotal	**5 399 110.2**	**5 156 962.4**	**242 147.8**	**4.5**
Voluntary contributions in kind (budgeted)	8 023.7	7 161.1	862.6	10.8
Total	**5 407 133.9**	**5 164 123.5**	**243 010.4**	**4.5**

13. The overall budget implementation rate was 95.5 per cent for the 2006/07 period compared to 91 per cent for the prior financial period 2005/06. Budget implementation rates improved for 11 operations (MINURSO, MINUSTAH, MONUC, ONUB, UNFICYP, UNDOF, UNIFIL, UNMEE, UNMIS, UNOCI, UNOMIG) as well as for UNLB and the support account, while they decreased for two missions (UNMIK and UNMIL).

14. Overall, the main factors that affected budget performance in the 2006/07 period were: (a) lower requirements for military contingents ($99.3 million), principally in UNMIS, UNIFIL, MONUC and MINUSTAH; (b) lower requirements for other supplies, services and equipment ($40.4 million), principally in UNMIS; (c) lower requirements for international staff ($34.7 million), principally in UNMIS; and (d) lower requirements under air transportation ($26.3 million), principally in MINUSTAH, UNMIL, UNOCI and MONUC.

15. At the mission level, the main factors that affected the budget performance are highlighted in table 3 below.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURSO	A budget implementation rate of 97.8 per cent (2005/06: 93.0 per cent) resulted from:
	(a) Higher vacancy rates for international and national staff due to delayed recruitment
	(b) Temporary closure of four deteriorated airfields due to heavy rainfall in the Mission area, resulting in a lower than planned number of hours flown by the fixed-wing aircraft
	(c) Reduced requirements were partly offset by higher requirements principally under facilities and infrastructure resulting mainly from the implementation of security enhancement projects, the rehabilitation of runways/airfields following the heavy rainfall and unforeseen requirements for the acquisition of observation towers for the military team sites
MINUSTAH	A budget implementation rate of 98.9 pe cent (2005/06: 92.9 per cent) resulted from:
	(a) Lower than average strength of military contingents and United Nations police
	(b) Higher vacancy rate for international staff owing to a high turnover of staff
	(c) Lower requirements for air transportation, primarily attributable to the delay in the procurement of firefighting and meteorological services and technical problems with three military helicopters
	(d) Reduced requirements were partly offset by higher requirements, principally under facilities and infrastructure, resulting from the establishment of new premises for the contingents, delay in the implementation of the new power generation contract resulting in increased requirements for generator fuel, and procurement delays in the development of sanitary landfill sites resulting in the engagement of commercial contractors for the disposal of waste at a higher cost

Peacekeeping component	*Main factors affecting budget performance*
MONUC	A budget implementation rate of 99.4 per cent (2005/06: 93.1 per cent) resulted from: (a) Lower requirements for military and police personnel costs due to the delayed deployment and unserviceability of some contingent-owned equipment, the lower than anticipated consumption of rations, the lower cost of troop movements and the higher vacancy rate for police personnel (b) Lower requirements were partly offset by increased civilian personnel and operational costs in support of the elections in the Democratic Republic of the Congo
ONUB	A budget implementation rate of 92.2 per cent (2005/06: 81.8 per cent) resulted from: (a) Reduced requirements for the repatriation of military contingents and contingent-owned equipment following transfer of contingents to MONUC and the African Union Special Task Force (b) Higher than anticipated separation rate of international staff and United Nations Volunteers owing to the downsizing of the Mission (c) Lower operational costs resulting from the downsizing of the Mission
UNDOF	A budget implementation rate of 99.2 per cent (2005/06: 96.6 per cent) resulted from: (a) Lower actual requirements for the settlement of death and disability claims (b) Higher vacancy rate for international staff (c) Reduced requirements were partially offset by increased requirements for national staff due to a revised salary scale and by expenditure related to the Mission's prorated share of expenditure of the Office of Internal Oversight Services (OIOS) Procurement Task Force
UNFICYP	A budget implementation rate of 105.6 per cent (2005/06: 99.2 per cent) resulted from: (a) Two consecutive increases in national staff salary scales combined with the appreciation of the Cyprus pound against the United States dollar (b) Higher cost for the rotation of one contingent by commercial means owing to the unavailability of aircraft from the troop-contributing country for the rotation of its contingent through letter-of-assist arrangements
UNIFIL	A budget implementation rate of 99.8 per cent (2005/06: 96.8 per cent) resulted from: (a) Lower requirements for travel on emplacement, rotation and repatriation of military contingents attributable to longer than anticipated tours of duty and delays in the deployment of some contingents (b) Lower requirements were partially offset by lower vacancy rates for international and national staff resulting from the faster pace of their recruitment and increased requirements for facilities and infrastructure attributable primarily to the extensive renovation of the existing Force headquarters and to increased requirements for the reimbursement of self-sustainment costs resulting from the accelerated deployment of military contingent personnel

Peacekeeping component	*Main factors affecting budget performance*
UNMEE	A budget implementation rate of 92.2 per cent (2005/06: 88.3 per cent) resulted from:
	(a) Further downsizing of the Mission's military contingents as authorized by the Security Council
	(b) Restrictions on the movement of personnel resulting in lower requirements for services, air transportation, equipment and supplies
	(c) Higher actual vacancy rate for international staff owing to a high turnover of staff, difficulty in attracting prospective candidates and restrictions imposed on the Mission in respect of certain nationalities
UNMIK	A budget implementation rate of 96.4 per cent (2005/06: 97.4 per cent) resulted from:
	(a) A higher vacancy rate for international staff
	(b) Reduced requirements for rotation travel of United Nations police personnel combined with lower actual cost per one-way trip
	(c) Non-utilization of the one-time provision under rental of premises for potential claims against the Mission by private owners following the privatization of socially owned enterprises
UNMIL	A budget implementation rate of 94.6 per cent (2005/06: 97.9 per cent) resulted from:
	(a) Lower requirements for facilities and infrastructure, mainly for fuel and lubricants as the Mission has implemented the Mission Electronic Fuel Accounting System; security services due to delays in the procurement process for the outsourcing of unarmed security services in the sectors; alteration and renovation services as warehouse renovation projects were cancelled owing to the establishment of the forward logistics base in Gbarnga, in-house resources were used instead of contractually provided services, and troops were relocated out of substandard rental properties which required extensive renovation to prefabricated facilities and centrally located larger premises; and safety and security equipment stemming from the cancellation of the purchase of a vehicle security inspection system owing to lack of local support capacity and the outsourcing of security in Monrovia
	(b) Lower actual military contingent strength stemming from the early repatriation of three contingents and the reduction of military strength authorized by the Security Council in its resolution 1694 (2006) of 13 July 2006
	(c) Lower requirements for air transportation resulting from the forward deployment of helicopters and delays in the replacement for some 10 months of a fixed-wing aircraft which was damaged as a result of an accident
	(d) Reduced requirements were partly offset by increased requirements for international staff costs resulting from revised salary scales and a lower vacancy rate
UNMIS	A budget implementation rate of 91.7 per cent (2005/06: 82.6 per cent) resulted from:
	(a) Delays in the disarmament, demobilization and reintegration programme

Peacekeeping component	*Main factors affecting budget performance*
	(b) Lower actual salary costs for international staff as compared to the budgeted cost parameters derived from the average costs of all missions and a higher vacancy rate
	(c) Lower requirements for military contingents as a result of lower contractual rates for rations, lower average travel costs and delays in the deployment of contingent-owned equipment
	(d) Reduced requirements were partially offset by expenditures in respect of the support provided to the African Union Mission in the Sudan (AMIS) under the Light and Heavy Support Packages
UNMIT	A budget implementation rate of 79.5 per cent resulted from:
	(a) Lower requirements for facilities and infrastructure as United Nations police and formed police units were not deployed to the subdistricts but had to be retained in Dili owing to the volatile security situation
	(b) Lower requirements for communications equipment as the acquisition of some equipment was cancelled owing to the revision of operational requirements and the transfer of equipment from UNOTIL and UNMIL
	(c) Higher vacancy rates for civilian personnel due to delays in recruitment
UNOCI	A budget implementation rate of 95.3 per cent (2005/06: 91.3 per cent) resulted from:
	(a) Lower requirements under facilities and infrastructure, mainly for electricity owing to the unreliability of locally supplied electricity; reduced requirements for the acquisition of aviation fuel storage and distribution equipment as aviation fuel was available locally through contractual arrangements; and maintenance services due to delays in the finalization of a maintenance contract and the unavailability of contractors in the remote parts of the country
	(b) Fewer helicopter flying hours due to the deterioration of the security situation in the north of the country and the temporary redeployment of one helicopter to MONUC to support the elections in the Democratic Republic of the Congo
	(c) Higher vacancy rate of international staff resulting from difficulties in the recruitment of qualified bilingual staff
UNOMIG	A budget implementation rate of 96.8 per cent (2005/06: 90.1 per cent) resulted from:
	(a) Higher vacancy rate of international staff owing to a higher turnover of staff who were deployed to new missions
	(b) Fewer flight hours of the fixed-wing aircraft following the rationalization of its flight schedule and lower cost per flight hour for the rotary-wing aircraft. In addition, the savings reflect reduced requirements for liability insurance for both aircraft and ground handling charges at Istanbul airport
	(c) Reduced requirements for the acquisition of communications equipment in the light of the enhanced capability and coverage of the existing telephone system, the use of existing stocks for communications shelters and spare parts, in-house maintenance and repair work on existing equipment and the lower than budgeted cost of digital rural telephone links

Peacekeeping component	*Main factors affecting budget performance*
UNLB	A budget implementation rate of 92.8 per cent (2005/06: 87.4 per cent) resulted from: (a) Delayed recruitment of international staff for the regional aviation safety office, the training delivery cell and the tenant units (b) Reduced requirements for national staff salaries and related costs (c) Lower requirements for facilities and infrastructure mainly for security services at the San Pancrazio depot (a storage facility for strategic deployment stocks vehicles which was not used during the financial period)
Support account	A budget implementation rate of 94.0 per cent (2005/06: 92.5 per cent) resulted from: (a) Lower general temporary assistance expenditures primarily due to temporary staff being charged to available vacant posts in the Department of Peacekeeping Operations; the Office of Internal Oversight Services field staff turnover and delays in the recruitment of replacement staff, as well as delays in the recruitment of procurement staff in the Department of Management combined with deferral of recruitment of specialized staff required for the implementation of the Enterprise Content Management (ECM) and the Customer Relationship Management (CRM) systems owing to delays in the implementation of these projects as a result of the prolonged procurement process (b) Savings under official travel were due to the reprioritization of the travel programme in the Department of Peacekeeping Operations primarily attributable to the expansion of UNIFIL and the resulting cancellation of several predeployment inspection visits to troop-contributing countries in other peacekeeping operations, as well as to non-utilization of requirements for travel to the missions related to the Standing Police Capacity as it became fully operational during the 2007/08 period. In addition, savings under official travel were realized in the Office of Internal Oversight Services owing to the consolidation of training programmes and the resulting reduced requirements for training-related travel (c) Savings under the information technology class of expenditures in the Department of Peacekeeping Operations owing to delays in the procurement process for the acquisition of a rations management system for peacekeeping missions and the resulting deferral of the acquisition of software, licences and provision of services (d) Lower requirements were partly offset by additional requirements with respect to post resources primarily attributable to the absorption under common staff costs of After-Service Health Insurance (ASHI) pay-as-you-go costs, partially offset by savings due to recruitment delays and the resulting higher than budgeted vacancy rates

16. As indicated in table 3 above, higher vacancy rates for civilian personnel were part of the main factors that affected the budget performance for 10 operations (MINURSO, MINUSTAH, ONUB, UNDOF, UNMEE, UNMIK, UNMIT, UNOCI, UNOMIG and UNLB). Information on planned and actual vacancy rates for each operation for the performance period is shown in table 4 below.

Table 4
Planned and actual vacancy rates for the period 2006/07

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
MINURSO	International	5.0	12.3
	National	5.0	10.8
	United Nations Volunteers	10.0	21.7
	Temporary international	—	—
	Temporary national	—	—
MINUSTAH	International	10.0	13.1
	National	6.6	30.4
	United Nations Volunteers	5.0	6.3
	Temporary international	10.0	4.8
	Temporary national	13.4	41.9
MONUC	International	18.0	15.3
	National	5.0	7.3
	United Nations Volunteers	10.0	6.4
	Temporary international	—	52.2
	Temporary national	5.0	30.8
ONUB	International	15.0	19.8
	National	29.6	9.5
	United Nations Volunteers	10.0	12.2
	Temporary international	—	—
	Temporary national	—	—
UNDOF	International	7.0	9.3
	National	2.0	2.0
UNFICYP	International	5.0	14.6
	National	8.0	3.6
UNIFIL	International	34.0	8.3
	National	30.0	13.3
	Temporary international	40.0	61.5
	Temporary national	40.0	100.0
UNMEE	International	20.0	29.0
	National	11.0	19.6
	United Nations Volunteers	7.0	13.8
	Temporary international	—	100.0
	Temporary national	—	100.0
UNMIK	International	10.0	19.2
	National	5.0	4.8
	United Nations Volunteers	5.0	11.7
	Temporary international	10.0	60.0
	Temporary national	5.0	100.0

Peacekeeping component	Category of staff	Vacancy rate (percentage)	
		Planned	Actual
UNMIL	International	20.0	12.4
	National	5.0	7.1
	United Nations Volunteers	12.0	13.7
	Temporary international	—	22.2
	Temporary national	—	—
UNMIS	International	20.0	28.5
	National	25.0	28.7
	United Nations Volunteers	20.0	16.0
	Temporary international	—	(228.6)[a]
	Temporary national	—	—
UNMIT	International	44.0	60.3
	National	40.0	48.5
	United Nations Volunteers	20.0	53.4
	Temporary international	50.0	80.0
	Temporary national	50.0	66.7
UNOCI	International	15.0	18.6
	National	10.0	8.0
	United Nations Volunteers	10.0	(8.1)
	Temporary international	—	62.5
	Temporary national	—	100.0
UNOMIG	International	10.0	15.5
	National	1.0	3.1
	United Nations Volunteers	—	—
	Temporary international	—	100.0
	Temporary national	—	100.0
UNLB	International	5.0	27.7
	National	2.0	4.8
Support account	International	11.1	8.9
	National	2.4	4.5

[a] Personnel were recruited under general temporary assistance under the Light and Heavy Support Packages (LSP/HSP). In addition, personnel were temporarily deployed to support the implementation of the LSP/HSP and for preparation of the Hybrid operation in Darfur.

IV. Proposed budget estimates for the period from 1 July 2008 to 30 June 2009

A. Implementation of requests of the General Assembly in its resolution 61/276 and recommendations of the Advisory Committee on Administrative and Budgetary Questions in its report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations (A/61/852) endorsed by the General Assembly

Field budget process improvements

17. In paragraph 23 of its general report on United Nations peacekeeping operations (A/61/852), the Advisory Committee on Administrative and Budgetary Questions requested that the Secretary-General include in the current report an identification of the resources in the field and at Headquarters devoted to the budget process, and of the responsibilities and accountability of each actor in the process. The report also recommended the streamlining and acceleration of the process, and the identification of more expeditious means of addressing off-cycle budgetary changes and benchmarks to measure the efficiency of the process. The Department of Field Support has launched two new initiatives to contribute to a simplified budget process, as well as to the timeliness and quality of budget submissions for peacekeeping operations and special political missions. The first initiative, Abacus, provides for the fielding of budget teams from Headquarters to missions to assist with budget preparation. The second, Programme for an Advanced Compendium of Trainees (PACT), seeks to strengthen the capacity of mission budget offices through the accelerated encumbering of field budget posts with well-trained personnel.

18. The Field Budget and Finance Division of the Department of Field Support has refocused its role in the budget process to place greater emphasis on the provision of advice and hands-on training to field operations during the budget formulation process in the field, working with missions to solve problems prior to the submission of their budget proposals to Headquarters. Field Budget and Finance Division staff visited three special political missions (UNAMI, UNOWA, CNMC) in June and July 2007 and led Abacus team visits to three peacekeeping operations (MONUC, UNOCI, UNMIL) during September and October 2007. All participating field operations have strongly endorsed the Abacus approach. The Department of Field Support therefore plans to expand the number of Abacus team visits to 12 field operations (eight peacekeeping operations and four special political missions) in the next budget cycle. The result of the Abacus approach, in terms of budget process efficiency, has been a reduction in the Field Budget and Finance Division of the Department of Field Support coordinated review period, giving peacekeeping missions an additional two weeks to formulate and finalize their budgets. This has allowed missions to enhance the quality of budget deliverables and assume more ownership and accountability for their budget. In terms of effectiveness, the Abacus teams have been able to provide advice and guidance directly to an average of 50 staff in each of the three peacekeeping missions, including cost centres, substantive offices and new staff in budget offices.

19. In addition to the in situ support provided by the Department of Field Support to missions in budget formulation, the PACT initiative will address the overall

vacancy rate in field budget offices (currently exceeding 35 per cent). In their efforts to fill field budget vacancies, a number of missions have highlighted the need for experienced or well-trained candidates who can immediately assume responsibility for the effective management of the mission budget process. The Department of Field Support will develop a compendium of well-trained candidates in advance of emerging field budget vacancies. In early 2008, Field Budget and Finance Division of the Department of Field Support will begin the on-the-job training programme, consisting of approximately three months at United Nations Headquarters in New York for newly recruited staff and three months in the field for trainees in a mission which has a fully or nearly fully staffed budget office. Trainees may also join one of the Abacus teams during their training period. Upon completion of the programme, the trainees will have acquired hands-on experience of Headquarters and field budget practices. The PACT initiative will also include training of candidates for field finance offices, where the circumstances and needs of missions are similar to those described above in the budget area.

20. The roles, responsibilities and resources for all actors in the budget process for peacekeeping operations are reflected in table 5 below.

Table 5
Roles, responsibilities and resources

Actors	*Roles and responsibilities*	*Authorized budget posts*
35 missions MINURSO MINUSTAH MONUC UNAMID UNFICYP UNIFIL UNDOF UNMEE UNMIK UNMIL UNMIS UNMIT UNOCI UNOMIG MINURCAT UNMOGIP UNTSO BONUCA CMP CNMC UNSCOL UNAMA UNAMI UNIIIC UNOWA	(a) Formulate resource requirements and submit budget proposals from missions to Headquarters (b) Define operational requirements to enact the mandate and ensure responsible stewardship of organizational resources (c) Manage the allotment of funds to the mission (d) Monitor and record progress in achieving results-based budgeting and manage the portfolio of evidence (e) Prepare the budget performance report (f) Advise mission management on budget issues	103 posts:[a] 46 Professional, 23 Field Service, 4 UNV, 30 national staff

Actors	*Roles and responsibilities*	*Authorized budget posts*
UNOGBIS UNPOS UNSCO UNIOSIL UNOSEK BINUB UNMIN UNRCCA LRA UNLB		
Department of Field Support **Support to 35 missions**	(a) Coordinate the formulation of budgets and performance reports for 35 field operations through the issuance of master budgetary calendars for peacekeeping operations and special political missions; coordinate issuance of Department of Field Support budget guidelines (policies and standard ratios/costs) to the field, and coordinate information exchange between Department of Field Support cost centres, Department of Peacekeeping Operations and Department of Political Affairs substantive offices and the field during budget formulation and after budget submissions, to ensure timely action by all budget stakeholders (b) Advise the Department of Peacekeeping Operations and the Department of Political Affairs on results-based budgeting methodology (c) Advise and provide guidance to 35 field missions on budget policies procedures, rules and regulations, results-based budgeting and recommendations by legislative bodies during budget formulation, including by leading Abacus team field visits, composed of staff from all Department of Field Support divisions (d) Advise the Department of Peacekeeping Operations and the Department of Political Affairs on budgetary issues requiring decisions to finalize budget submissions to the Controller	**Field Budget and Finance Division/Budget and Performance Reporting Service** 36 posts:[b] 18 Professional, 18 General Service

Actors	*Roles and responsibilities*	*Authorized budget posts*
	(e) Provide information on operational finance policies, procedures and practices to advisory and legislative bodies (the Advisory Committee and the General Assembly) in the context of 35 field missions and cross-cutting issues, coordinate responses to questions by advisory and legislative bodies on budgets and performance reports for 35 field missions (f) Develop and implement compendiums of well-trained budget officer candidates for selection by field operations	
Department of Peacekeeping Operations/Department of Political Affairs	Overall direction of mission operations, including the finalization of budget proposals that consider specific missions within the overall direction of peacekeeping and special political missions	Nil[c]
Department of Management	(a) Establishes policies, procedures and methodology for the estimation of resource requirements and provides policy guidance, consistent with the Financial Regulations and Rules of the United Nations, on matters relating to the financing of peacekeeping operations and special political missions (b) Scrutinizes, conducts thorough reviews and analysis of budget proposals and undertakes a detailed review for consistency across missions and validates their accuracy (c) Reviews and validates linkage of the results-based budgeting and resource requirements to mission mandates, operational planning assumptions and past performance (d) Ensures compliance with: (a) budgetary policies and guidance established by the Controller (b) recommendations, decisions and requests by legislative bodies (c) results-based budgeting methodology (e) Prepares reports of the Secretary-General to the General Assembly on the financing of peacekeeping operations	48 posts:[b, c, d, e] 35 Professional, 13 General Service, including 4 general temporary assistance positions

Actors	*Roles and responsibilities*	*Authorized budget posts*
	(f) Prepares the Advisory Committee supplementary information package	
	(g) Presents the proposed budgets before the Advisory Committee and the Fifth Committee, supported by missions and the Department of Peacekeeping Operations/Department of Field Support	
	(h) Reviews, submits and coordinates written responses to ACABQ and the Fifth Committee	

[a] Excludes posts in eight missions (BONUCA, CNMC, UNSCOL, UNOWA, UNOSEK, UNRCCA, LRA, UNLB) where no dedicated budget posts exist, but where budget tasks form part of the duties of the Administrative Officer or Finance Officer.

[b] In addition, the incumbents of these posts perform finance-related tasks, including the financial management of six liquidating missions.

[c] Does not include Department of Peacekeeping Operations Executive Office posts under the support account.

[d] Includes staff of the Programme, Planning and Budget Division responsible (as part of their overall work assignments) for the support of special political missions and staff of the Peacekeeping Financing Division.

[e] In addition, the incumbents of these posts perform finance management functions, including general trust funds, mission-specific trust funds, and sections of the regular budget of the United Nations, preparing statements to the Security Council and other reports on activities other than peacekeeping operations authorized by the Security Council, expenditure monitoring, cash-flow monitoring of the special account for each peacekeeping operation, authorizing payments to Governments for settlement of their certified contingent-owned equipment claims and establishing amounts reimbursable and initiating payments of troop cost liabilities to Governments.

21. In section II, paragraph 5, of its resolution 61/276, the General Assembly requested the Secretary-General to take further steps towards improving budget assumptions and forecasts and report thereon. Steps taken to improve budget assumptions and forecasts include examining civilian staff and military deployment plans at the time of submission with the latest information available; estimating requirements for rations based on current contracts; estimating the cost of the rotation of troops, formed police units and individual military and police personnel based on the latest market rates; estimating international staff costs based on mission-specific average expenditure; the application of standard ratios for some equipment; and the application of technical adjustments such as delayed deployment/vacancy factors. In addition, with the aim of improving the transparency of the budget proposals submitted to the General Assembly and of facilitating their review by the legislative bodies, a number of refinements have been included in the 2008/09 budget presentation format, including the introduction of a new section on planning assumptions and financial resources outlining the impact of significant management decisions on the budgeted resources and operational costs, regional cooperation activities, and partnerships, Country Team coordination and integrated missions; the inclusion, under each results-based budgeting component, of an introductory framework description that outlines the mission's mandated main priorities for the 2008/09 period; the continuing reflection in the budgets of efficiency gains and service improvements; historical information on implementation of quick-impact projects; information on mission training

activities over three financial periods, including on national staff training; and historical information on vacancy factors over three financial periods for all categories of personnel.

22. In paragraph 25 of its general report on peacekeeping operations (A/61/852), the Advisory Committee welcomed efforts that were being made to provide more cost accounting in budget performance reports and recommended that the General Assembly request the Secretary-General to report on progress in his next overview report.

23. While the Organization's existing financial systems do not support cost accounting and there is no cost-accounting system in general use in the United Nations Secretariat including in peacekeeping operations, the elements of the cost-accounting principles are applied in the preparation of peacekeeping budgets, in particular, start-up budgets for the new missions, through the application of standard costs, as well as in the reporting of expenditures in the context of financial performance reports. With regard to the latter, for example, the actual public information expenditure under the communications class of expenditure may be considered an approximation of the cost of actual public information outputs reported in the results-based budgeting frameworks. It is acknowledged, however, that in this case, in the absence of cost-accounting systems, information on public information staff and staff-related operational costs cannot be captured.

24. In addition, peacekeeping missions have instituted mechanisms for cost recovery from outside users for services provided to them. In this regard, information on support to the United Nations and non-United Nations entities during the budget performance period is provided to the Advisory Committee in the course of its consideration of peacekeeping operations performance reports and the proposed budgets.

25. It should also be noted in this connection that the Secretary-General, in his report on the feasibility of cost-accounting principles in the United Nations Secretariat dated 29 March 2007 (A/61/826), recommended that the application of cost-accounting principles across the Secretariat be considered further in the context of the implementation of the new Enterprise Resource Planning system (ERP). In paragraph 45 of the same report, the Secretary-General indicated that the option of extending cost accounting, and in particular time recording, to peacekeeping activities and other programme areas should be examined at a later date following a review of the success of the implementation of the cost-accounting systems for support services within the new ERP system.

Planning and staffing structure

26. During the 2008/09 period, the Department of Field Support will continue work on articulating its human resources support concept for peacekeeping and special political missions. The concept links strategic workforce planning, assessments of existing and potential labour sources, systematic staff management and development, and targeted recruitment and outreach. Conditions of service and contractual arrangements that meet the needs of field missions and enable human resources strategies are prerequisites to the successful implementation of this human resources support concept. Currently, services for United Nations peace operations are obtained through four primary sources:

(a) Troop- and police-contributing countries, which may provide capacities such as engineering and medical support, police trainers and specialist personnel;

(b) Civilian personnel, including international and national staff, as well as United Nations Volunteers;

(c) Contractors, including commercial contractors and individual contractors;

(d) Partners, such as the United Nations Country Team staff and regional organizations.

27. The human resources support concept will define the principles that guide decisions on the sources to be used to obtain services for peace operations. Strategic workforce planning, as detailed by the Secretary-General in his report on investing in people (A/61/255/Add.1) and in his report on civilian career peacekeepers (A/61/850), has identified the continuing requirements for civilian peacekeepers in leadership, managerial, specialist and technical functions at various levels with the skills, competencies and experience required to mount and sustain United Nations peace operations. Gaps in critical skills and competencies specific to peacekeeping, such as management of mission start-up, administrative liquidation of mission and integrated mission planning, as well as additional competencies needed in terms of languages and regional knowledge, will be identified and addressed. New technologies to replace the Galaxy electronic application process are being identified in collaboration with the Department of Management to improve the efficiency of the recruitment process, enabling the electronic screening of applications and the creation of a database of the skills and competencies of serving staff. Outreach activities will be designed to improve gender balance, troop- or police-contributing countries and geographic representation, as well as to identify qualified candidates to meet specialized functions or other needs that cannot be met through the development or deployment of serving staff.

28. As missions evolve, mission workforces will be evaluated and adjustments made, as appropriate, to the staffing complement through targeted staff development or recruitment, outplacement and/or outreach activities. Recognizing the contribution to national capacity-building and the advantages of the use of national staff, targets will be developed for the replacement of international staff with national staff at specific stages of a mission's life cycle. Such targets will be set based on guidelines for the appropriate use of national staff, while also ensuring that the unique requirements of individual missions are taken into account.

Use of 300 and 100 series appointments

29. The General Assembly, in its resolutions 60/266, section XIV, paragraph 3; 61/244, section VI, paragraph 6; 61/276, section VIII, paragraph 2; and 62/238, section XXI, paragraph 2, decided to continue to suspend the application of the four-year maximum limit for appointments of limited duration in respect of staff serving in peacekeeping missions. In its resolution 62/238, section XXI, paragraph 3, the Assembly decided to continue to suspend the application of the four-year maximum limit for appointments of limited duration until 30 June 2008 and authorized the Secretary-General to reappoint under the 100 series of the Staff Rules, those mission staff whose service under 300-series contracts had reached the four-year limit under an appointment of limited duration, provided that their

functions had been reviewed and found necessary and the staff member's performance record had been confirmed to be fully satisfactory. In its resolutions 60/266, 61/244 and 61/276, the Assembly further requested the Secretary-General to report on the reappointments made.

30. The Secretary-General's report on staffing of field missions, including the use of 300 and 100 series appointments (A/61/732), provided information on the reappointments made from 300 to 100 series contracts of international mission staff for the period from 1 July to 31 December 2006. Pursuant to General Assembly resolutions 60/266, 61/244 and 61/276, the present report provides updated information on the pending reappointments of those staff members who reached four years on an appointment of limited duration by 31 December 2006, as well as the reappointments of mission staff made between 1 January and 31 December 2007.

31. In paragraph 6 of his report on staffing of field missions, including the use of 300 and 100 series appointments (A/61/732), the Secretary-General reported that, at the time of drafting that report, the cases of 16 staff members who had reached four years on an appointment of limited duration by 31 December 2006 were pending consideration. After a review of the staff members' functions and performance, the 16 staff members were subsequently reappointed from 300 to 100 series contracts.

32. During the period from 1 January to 31 December 2007, 147 staff members reached four years of service under an appointment of limited duration. Of these 147 staff members, 56 were reappointed from 300 to 100 series contracts and 47 are currently pending review. Forty-four staff members were not reappointed from 300 to 100 series contracts. Of those not reappointed, 8 separated from service, 34 were not reappointed due to uncertainty of the future status of the mission, 1 was not reappointed for performance reasons and 1 was not reappointed due to extended sick leave. The following is a breakdown of the reappointments of mission staff from 300 to 100 series made between the period 1 January and 31 December 2007:

Table 6
Reappointments of mission staff from 300 to 100 series contracts
1 January to 31 December 2007

	Field Service category				*Professional category and above*				
Mission	*Not reappointed*	*Pending*	*Reappointed*	*Total Field Service*	*Not reappointed*	*Pending*	*Reappointed*	*Total Professional and above*	*Grand total*
BONUCA		2		2			4	4	6
MINUSTAH		4	1	5		1	2	3	8
MONUC	2	3	11	16	4	6	9	19	35
ONUB			1	1					1
UNOCI		2	3	5		4	2	6	11
UNAMA		1	1	2		1	3	4	6
UNAMI		3		3		1	1	2	5
UNIOSIL						1		1	1
UNMEE	4	1		5	1		1	2	7
UNMIK	17			17	15			15	32
UNMIL		7	2	9	1	3	2	6	15

Mission	Field Service category				Professional category and above				
	Not reappointed	Pending	Reappointed	Total Field Service	Not reappointed	Pending	Reappointed	Total Professional and above	Grand total
UNMIN						1		1	1
UNMIS		2	3	5		2	3	5	10
UNMIT		2		2		1		1	3
UNOGBIS						1		1	1
UNOMIG			3	3			2	2	5
Grand total	**23**	**25**	**27**	**75**	**21**	**22**	**29**	**72**	**147**

33. As indicated in the addendum to the report of the International Civil Service Commission for the year 2006 (A/61/30/Add.1), the Commission recommended that the use of the 300 series appointment of limited duration be phased out at non-family duty stations. Proposals for the streamlining of contractual arrangements are set out in the Secretary-General's report on streamlining United Nations contractual arrangements (A/61/857) and in his subsequent report on this subject (A/62/274) and are currently before the General Assembly for its consideration and decision.

Greater use of national staff

34. In response to requests from the General Assembly to make greater use of national staff, measures have been taken to increase the use of national staff in United Nations peace operations as a means to contribute to national capacity-building, to achieve efficiency gains and to help address high vacancy rates among international staff in field missions. Between June 2004 and June 2007, there was an increase of more than 23 per cent in the use of national staff over international staff. The ratio of national staff to international staff as of 30 June 2004 was 1.769:1, which increased to 2.057:1 as of 30 June 2007. It is recognized, however, that further improvements could be made in the use of national staff in field missions. During a recent joint staff-management working group on national staff issues, held in New York in September 2007, national staff representatives from MONUC and UNMIL expressed the view that national staff could take on more functions currently being performed by international staff.

35. In the light of the above, the Department of Field Support requested all peacekeeping missions to undertake a special review of functions currently being performed by international staff to identify those that could be carried out by national staff, taking into account the expertise and experience needed for the position, the mission's specific requirements and its mandate. Cognizant of high vacancy rates, missions were also requested, as part of this review, to examine all vacant international posts to identify those functions that could be performed by national staff at either the national General Service or National Professional Officer level. Missions have been requested to seek the conversion of international posts to national posts, as appropriate, in the 2008/09 budget submissions. Whenever an international post falls vacant, missions are expected to consider whether the post can be nationalized.

National Professional Officers

36. Noting the high vacancy rates prevailing in peacekeeping missions among National Professional Officer positions, the General Assembly in its resolution 61/276, section VII, paragraph 2, requested the Secretary-General to review the standards for the recruitment of National Professional Officers and to report thereon to the General Assembly at its sixty-second session for its consideration and action. The established criteria for the use of National Professional Officers often pose obstacles in the recruitment of National Professional Officers in post-conflict environments for various reasons. In some instances, academic degrees may have been destroyed in the course of conflict and it may not be possible to obtain replacements where universities or ministries have closed or records have been destroyed. In prolonged conflict situations, schools may have been closed for several years, preventing potential candidates from obtaining university degrees. In other cases, candidates may have academic degrees, but it is not possible to verify previous professional experience, or previous experience has not been considered to be at the Professional level. Achieving gender balance in National Professional Officer positions also poses special challenges in certain locations, in terms of identifying female candidates with the requisite education qualifications and experience.

37. Criteria for the selection of National Professional Officers were established by the International Civil Service Commission. The Secretariat intends to address the underlying challenges to the recruitment of National Professional Officers in post-conflict situations with the Commission at its March 2008 session to seek flexibility in applying the criteria for academic qualifications and experience. The Secretariat will also seek an expansion of the functions for which National Professional Officers may be employed in United Nations peace operations. After discussions with the International Civil Service Commission and with United Nations system organizations with a field presence, a separate report on the use of National Professional Officers will be submitted to the General Assembly.

Temporary duty assignments

38. As a means of providing rapid staffing support to new or expanding missions, experienced and skilled staff from more stable missions are temporarily assigned to a new or expanding mission for a short-term period of normally up to 90 days, pending the normal recruitment process, during which the staff member continues to be charged against the post at the releasing mission. In its general report on peacekeeping operations (A/61/852), section VIII, paragraph 40, the Advisory Committee recognized that such assignments are sometimes necessary. However, the releasing mission cannot replace the staff member during the temporary duty assignment, and the receiving mission loses the capacity and experience gained once the staff member completes the temporary duty assignment. The Advisory Committee suggested that it could be more effective to allow the Secretary-General to second a staff member for up to a year, thereby allowing the sending mission to fill the vacancy while not disrupting the receiving mission.

39. Temporary duty assignments to field missions have normally been limited to a maximum of three months, in line with the current policies that permit heads of department to assign staff to posts that are temporarily vacant for up to three months without issuing a temporary vacancy announcement. The ability to reassign or

temporarily second a staff member for up to one year without the requirement for a vacancy announcement would provide greater flexibility to meet the immediate staffing requirements of new or expanding missions. Generally, releasing missions are more stable and have a more experienced workforce, and can therefore better absorb and train new recruits than a newly established or expanding mission. The assignment of the costs associated with the seconded staff member's service to the receiving mission would therefore enable the releasing mission to replace the staff member and train less experienced or new staff, while enhancing transparency in the accounting of staff costs.

United Nations Volunteers

40. The Advisory Committee in its report A/61/852, section VIII, paragraph 44, noted that rates applied for United Nations Volunteers in UNMEE had changed recently. In order to review the appropriate balance of mission staffing in future, the Committee requested that information on the cost of supporting Volunteers be provided in the context of the next peacekeeping budget cycle. Such information is provided as follows:

(a) The United Nations Volunteers pro forma costs which had been in effect since August 2006 and which were included in the Department of Field Support budget guidance 2008-2009 sent in July 2007 are presented in annex II. The pro forma costs have been revised effective August 2007. The revised pro forma costs are presented in annex III.

(b) The costing elements of a United Nations Volunteer are as follows:

	Non-recurrent	*Recurrent*	*Standard*	*Country-specific*	*Revised yearly*
1. Predeployment expenses, assignment and repatriation expenses	X			X	
2. Settling-in-grant	X			X	X
3. Volunteer living allowance		X		X	X
4. Hazardous duty station supplement		X	X		
5. Orientation and training		X	X		
6. Resettlement allowance		X	X		
7. Medical/life insurance		X	X		
8. Home visit		X		X	
9. Medical kits	X		X		
10. Programme support		X	X		

41. The pro forma estimates comprise predeployment expenses, assignment and repatriation expenses, settling-in-grant, Volunteer living allowance, hazardous duty station supplement, orientation and training allowance, resettlement allowance, medical/life insurance allowance, home visit cost, medical kits cost and programme support costs. The costs vary from year to year as shown in annex II (showing costs effective August 2006) and annex III (showing costs revised in August 2007) owing to the change in the monthly living allowance which is a component of both the Volunteer living allowance and the settling-in-grant.

42. The monthly living allowance that is inbuilt in the Volunteer living allowance and the settling-in-grant are revised annually (usually in August) in line with the change of the post adjustment multiplier. In addition to the monthly living allowance, the Volunteer living allowance consists of accommodation allowance and family allowance. The settling-in-grant is equivalent to three times the monthly living allowance rates of a specific peacekeeping operation.

43. The pro forma costs reflected in the proposed 2008/2009 budgets of peacekeeping missions are those which were in effect from August 2006 and will differ from the most recent revised pro forma costs (shown in annex III). The impact on resource requirements will be reflected in the context of the performance reports.

Air operations

44. The General Assembly in its resolution 61/276, section XIII, paragraph 5, requested the Secretary-General to further strengthen coordination with relevant United Nations entities in the area of air operations and to report on progress made in the present overview report. The Department of Field Support and the World Food Programme (WFP) have been working towards ensuring greater cooperation between the two organizations in the field of air operations. The common objective of the Department of Field Support and WFP is to arrive at an agreed set of common aviation standards that could be used as a benchmark for using each other's air assets to achieve economies in joint areas of operation. The implementation of an agreed standard would ensure that operations being undertaken by both organizations not only are standardized, but also conform fully to International Civil Aviation Organization (ICAO) Standards and Recommended Practices. Coordination also includes finalization of procedures for vendor registration and personnel training. A meeting was held from 30 October to 2 November 2007 between the Department of Field Support, WFP and ICAO to finalize these standards. To date, the Department of Field Support has utilized available WFP air assets to provide aviation support to MONUC elections and has made cost sharing arrangements with WFP for air assets in field missions such as UNAMA.

45. The Advisory Committee, in section IX, paragraph 50 of its report (A/61/852), noted measures taken by the Secretariat to explore possibilities for economies and efficiencies in air operations and observed that the Secretary-General envisaged concluding a comprehensive review of transportation requirements in large missions by the end of 2007. The Committee recommended that the General Assembly request the Secretary-General to inform the Assembly at its resumed sixty-second session on the related findings, recommendations and efficiencies gained.

46. To date, resource reviews have been conducted in MONUC, UNMIS, UNOCI and UNMIL, which account for more than two thirds of the United Nations overall fleet. Efforts to broaden the review have been suspended owing to a shortage of staff to perform such a comprehensive review in the Air Transportation Section of the Department of Field Support. Accordingly, an interim report on the findings, recommendations and efficiencies gained is in the process of being completed. The aim of the resource review is to scrutinize the existing transportation requirements of the missions and explore means of meeting these needs through the most efficient use of all modes of transportation (surface and air). While the interim report is under preparation, the Department of Field Support has identified core objectives to implement in a series of measures to improve the efficiency and cost effectiveness

of current and future aviation services without compromise to the established performance required to meet the mission mandated objectives and the safety and security standards. The measures identified would promote improvements in fleet utilization and fleet segment optimization, and reduce the operating costs associated with the management of the resultant operation. Furthermore, the Department of Field Support, in coordination with the missions, is constantly monitoring mission aviation tasking.

47. The Department of Field Support is also in the process of setting up the Strategic Air Operations Centre at UNLB. The Centre will undertake monitoring and tracking of all aircraft engaged in strategic passenger and cargo airlift movement by United Nations chartered aircraft in all missions. This will enable the Department of Field Support to plan and support inter-mission flights and enhance the use of United Nations air assets on a regional and global basis. The regionalization of wide-body jetliners in Entebbe, Uganda and Monrovia, Liberia for Eastern and Central African missions and Western African missions, respectively, will enhance the Organization's ability to respond to troop movements and regional cargo movements and achieve greater cost efficiency. The Department of Field Support positioned the Western African air assets in October 2007 and anticipates the positioning of the air assets for the Eastern and Central African regional air support to be complete in April 2008.

48. As requested by the General Assembly in section XI, paragraph 2 of its resolution 60/266, and reaffirmed in its resolution 61/276, the Procurement Division contracted in 2007 a consulting firm to undertake an analysis of the impact of the new costing structure relating to air operations contracts to determine whether the application of the new structure has resulted in savings or brought about other benefits. The consultancy study, which was completed at the end of January 2008, could not identify any benefits that could be derived from the change of the cost structure and concluded that altering the cost structure had not (and could not) materially address the cost concerns of the United Nations. It was, however, not possible to attribute price increases that had been experienced over the past years to any individual economic factor as the available data permitted only a limited trend analysis and no direct rate comparisons. However, the consultancy noted that there had been a shift, after 2003, in the vendor's practice by loading significant compensation into the guaranteed fixed component of the cost structure as risk hedge (insurance, maintenance, crew support, etc.). On the contrary, the flying hours, considered as variable, were to a large extent a relatively low-cost factor in the vendor's price proposals. Although any benchmarking with the industry was difficult owing to the nature of the United Nations air charter operations, that trend was almost reversed in the industry. The consultancy concluded that altering the current cost structure in isolation from making changes in other dependent areas, including acquisition planning, procurement strategy and demand predictability, would not materially address the cost increases experienced by the United Nations. It further concluded that there was a need to move from an invitation-to-bid procurement strategy, which had been outpaced by long-term air charter demand, to a performance oriented request-for-proposals approach, including the capture of cost and non-cost factors, in order to meet the needs of the large and continuously expanding charter service demand.

49. The Office of Internal Oversight Services (OIOS) is currently performing an audit of the United Nations air operations management which may shed additional

light on the above conclusion. This will enable the Secretariat to develop options to continue improving the strategy, process and operation of this critical area for peace operations.

Aviation safety: regional offices

50. The Regional Aviation Safety Office was established on 1 July 2006 at UNLB at Brindisi, Italy, as a pilot project to assess the applicability of the regional concept in peacekeeping operations. The Office serves UNLB and provides safety oversight for UNMIK and UNOMIG. The General Assembly, in its resolution 60/267, welcomed the establishment of the pilot project for the regional aviation safety office at UNLB, and requested the Secretary-General to provide, to the extent possible, a preliminary assessment of the pilot project in the next presentation of the budget. The Assembly noted that if the concept was applicable, it would consider proposals to establish regional aviation safety offices for other peacekeeping missions.

51. The Regional Aviation Safety Office started its activities in February 2007 with the recruitment of the first Regional Aviation Safety Officer and reached its full staffing strength in May 2007. During the short period of time since its establishment, the Office has demonstrated significant achievements in several critical areas: restoring the regular assistance visits to the affiliated missions; revitalizing the activities of the Mission's aviation safety councils; updating of the Mission's accident prevention programmes and emergency response plans; establishing regular communications with the missions, including conference calls and videoconferences; ensuring the periodic dissemination of monthly newsletters and other aviation safety related information; and developing and launching the Office website.

52. Contacts were established and exchange of information conducted between the Office and aviation personnel in UNIFIL. The Department of Field Support is considering expanding the scope of the UNLB Office to provide aviation safety oversight for UNIFIL, UNFICYP and UNAMI. Resource proposals have been included in the proposed 2008/09 budget for UNLB.

53. The establishment of regional aviation safety offices is in line with the worldwide aviation industry practice of separating aviation safety from day-to-day activities related to air operations in order to avoid a potential conflict of interest and to ensure effective aviation safety oversight. The activities of the Regional Aviation Safety Office at UNLB to date have proven that the concept is applicable to the realities of Department of Peacekeeping Operations/Department of Field Support air operations. Communications with the affiliated missions were welcomed by mission management, who have encouraged the continued open exchange of information, blame-free reporting culture, and the provision of a high-quality and effective aviation safety oversight.

54. The results of the implementation of this pilot project provide solid grounds for the expansion of the regional aviation safety concept in the Department of Peacekeeping Operations/Department of Field Support to other regions. The Department of Field Support therefore intends to propose the establishment of a regional aviation safety office for Western Africa, providing aviation safety oversight for UNMIL, UNOCI and UNIOSIL. The establishment of other regional

offices will depend on the actual situation, current deployment and mission mandates in specific geographic areas.

Ground transportation

55. The General Assembly, in section XIV, paragraph 1, of its resolution 61/276, requested the Secretary-General to include information in the overview report on progress made towards the global management of spare parts.

56. A number of actions both at Headquarters and field missions have been initiated to further enhance the quality of spare parts management and are producing positive results. These include:

(a) All policies and practices related to the management of spare parts have been reviewed in the context of the new fleet structure and disseminated to all missions for implementation. These are continuously monitored with a special emphasis on missions with a stock value exceeding 10 per cent of the fleet inventory value;

(b) Budgeting for spare parts is now based on actual usage records and not on mere estimation. New missions are budgeted to not exceed 3 per cent of the fleet value in the first year. In existing missions, the objective is to achieve a stock level not exceeding 5 per cent of the inventory value of light vehicle fleet, and not exceeding 9 per cent of the value for logistics and specialist vehicles;

(c) A process of spare parts inventory classification has been initiated to identify fast-moving and slow-moving stocks. This analysis is intended to influence ordering and stocking levels, leading to rationalization;

(d) Specialized training for technical store personnel has been organized to expose identified staff to modern spare parts management techniques and best practices established with the vendors.

Fuel management

57. The General Assembly, in section XV, paragraph 2, of its resolution 61/276, requested the preparation of a fuel management manual and standard operating procedures. It also requested information on the review of the current business model for the provision of fuel, measures taken to improve fuel management and information on experience with the mission electronic fuel accounting system and fuel log system, as well as plans to introduce alternative systems designed to support global fuel management. In support of the field mission fuel requirements, the Department of Field Support now manages in excess of 80 fuel contracts for missions with a cumulative value (through 2010) of over $1.5 billion. It is the intention of the Department to continue to support its global fuel handling by developing and maintaining best practices in fuel management, including strategic, technical and day-to-day operational support to field missions, along with vigorous inspection and fraud prevention programmes.

58. During the year, resources were used to retain the services of a consulting team to undertake a thorough review of the existing fuel manual, which was in draft form. The analysis included a first-hand evaluation of fuel operations in UNMIL. At the conclusion of its review, the consulting team presented the Department with a comprehensive Department of Field Support fuel operations manual. The manual

brings together in one source document the multitude of international standards that apply to the Organization's fuel operations, as well as processes and procedures relating to fuel handling, sourcing, supply chain management, staffing, mission start-up planning, emergency planning, health safety and environmental issues and quality control. The manual will be posted online for review by field missions as well as by Headquarters staff, and it is expected to be implemented in the 2007/08 period.

59. In addition to the review of the fuel manual, and based on the request contained in the Advisory Committee's report (A/61/852), section IX, paragraph 54, the Department had planned to avail itself of expertise to perform a complementary review of the current business models for fuel management with a view to improving business practices and systems in this area. Resources to undertake this task were included in the approved support account budget for the period 2007/08. The statement of work for this consultancy includes the requirement for the following services:

(a) Identification of risk areas in field fuel operations and equipment installed in the missions, and of the measures needed to apply industry best practices to United Nations requirements;

(b) Conduct of a technical review of the current equipment system contracts with emphasis on appropriateness, and the required safety levels and associated criteria/standards for proper storage and dispensing of fuel in the field;

(c) Writing technical specifications for a wide variety of sophisticated state-of-the-art fuel equipment for introduction in the field.

60. In section XV, paragraph 2, of General Assembly resolution 61/276 and section IX, paragraph 54, of the Advisory Committee report (A/61/852), the Secretary-General was requested to provide information on the experience with mission electronic accounting systems and fuel tracking projects, as well as plans to introduce alternative systems to support global fuel management, which are expected to commence during the period 2008/09. The Mission Electronic Fuel Accounting System (MEFAS) has been introduced in MONUC, ONUB, UNMIL, UNMIS and UNIFIL. The experience of MONUC, which has the most widespread utilization of MEFAS, has demonstrated that systems of this nature can be successfully used by missions to overcome serious shortfalls in visibility and control over fuel storage and consumption activity. Examples include MEFAS discrepancy reports, which have been instrumental in reducing and/or preventing attempts at fuel fraud in the Mission, and use of the system to enable focused investigations into areas of concern or doubt about authorized activities and reported fuel consumption. Noting the value and importance of effective fuel tracking systems, the Department of Field Support has advanced its plan to introduce a system to support global fuel management in field missions. To this end, a high-level business case for an electronic fuel management system that will build on and replace the MEFAS system has been reviewed and approved by the Information Management Committee and the Project Review Committee. The technical specifications for the system are in the process of being finalized and submitted, in consultation with the Department of Field Support, to the Procurement Service. It is anticipated that at least one mission will implement an electronic fuel management system by the first quarter of 2009.

Rations

61. In section VII, paragraph 34, of its report (A/61/852), the Advisory Committee requested that the Secretariat ensure that adequate provision of good quality rations be borne in mind while concluding the global contract on rations. It further requested information on this issue in the proposed budgets of peacekeeping operations. The Department of Field Support has 11 active Headquarters-managed rations contracts, with a multi-year value of approximately $870 million, supporting an aggregate troop strength in excess of 92,000. Food rations incorporate frozen, chilled, dry, fresh and canned products. The United Nations provides these services to troops in each mission through a turnkey contract with an experienced contractor solicited internationally for the provision of food and related services, in accordance with international standards and according to United Nations specifications. The individual services provided under the rations contract typically incorporate warehousing and logistics services, including the distribution of food items to unit level. The selected contractors are required to procure food items from sources that meet the specified international standards and ship them to each mission.

62. Several improvements have been made in the management of rations, including the revision of contracted terms and enhanced procedures to ensure the Organization continues to provide adequate and good quality rations to troops in the field. The United Nations Rations Scale is a means for arriving at a reasonably priced, wholesome, dietary-balanced, and nationally equable basis for the provisioning of food rations. The Rations Scale also provides troop-contributing countries with an option to continue to use the ceiling man-day rate based on maximum quantities and values, or base their provisioning on a maximum man-day calorie level, a calorie-based system that provides contingents with additional flexibility towards dietary preferences. The maximum calorie threshold has been determined on the basis of Food and Agriculture Organization of the United Nations/World Health Organization dietary standards, guidance from troop-contributing country dietary experts and national ration scales. Both systems provide contingent commanders with the means to ensure that troops can receive adequate sustenance and consume those food items that meet national dietary patterns.

63. In the physical supply of rations, contractors have an obligation to hold a reserve of 14 days of rations, and to ensure a 7-day reserve of bottled water and United Nations-owned ration packs. A robust system of performance measures has been built into all new contracts, including measures for quality and timeliness of delivery. In all, eight of these new rations contracts have been entered into, for UNMIL, UNDOF, UNOCI, UNMEE, UNIFIL, MINURSO, UNMIS and UNMIT, with three others expected to be concluded in 2008 for MINUSTAH, MONUC and UNAMID. These new contracts include the right of the United Nations to inspect any part of a contractor's supply chain to ensure that quality is maintained.

64. The Department of Field Support maintains constant oversight over matters relating to rations and communicates with the missions regularly to ensure that rations policies and procedures are implemented. Missions hold monthly performance meetings with rations vendors. Two annual performance meetings took place during 2007, one in Entebbe, Uganda, and the other in Monrovia, Liberia, with mission representatives, vendors, and Headquarters representatives from the Procurement Division and the Supply Section. Visits to MINURSO and UNMIT also

took place during 2007 to support and guide missions through the implementation of the new rations contract. In addition, missions are provided with a suite of tools to assist them in managing contacts and budgeting for rations. All missions currently have available to them draft United Nations Headquarters guidelines on rations management (currently under revision); United Nations Headquarters mission start-up budget template; draft United Nations food safety standard for suppliers; draft generic rations standard operating procedures; draft rations unit quality assurance plan; United Nations Rations Scale and specifications; and United Nations Rations Scale packaging sizes requirements.

65. Finalization of the review and update of the guidelines document will ensure that it reflects the changes in the rations programme, and that it provides guidance on implementation of the newly approved food rations scale. The Department has engaged an external consultant to complete the revision of the rations guidelines document to include the compilation of forms and other annexes. It is anticipated that the revised guidelines will be completed during 2008. This work will be complemented by the procurement of an off-the-shelf rations management system with software customization and a roll-out of the pilot system in one field mission, which is expected to be completed by the end of the 2007/08 fiscal year.

Rapid deployment of military resources

66. In section XI, paragraph 4, of its resolution 61/276, the General Assembly requested the Secretariat to provide updated information on the rapid deployment of military resources. With a view to redefining the operational needs and response times of missions, a policy document entitled "Reinforcement of field missions: enhanced rapidly deployable capacities" was developed and it was issued on 26 February 2007. Based on this proposed policy, a three-step process of analysis was established, and an assessment was made to determine the missions requiring enhanced rapid deployment capabilities support, and to identify specific details of the most likely crisis response required.

67. In June 2007, five missions (UNMIS, MONUC, UNIFIL, UNMIL and UNOCI) were identified as those most in need of short-term enhanced rapidly deployable support capabilities. A strategic reinforcement needs assessment was completed for each mission to determine the support size, type and response time required in each case. Following a comprehensive review of those assessments, it was concluded that there were sufficient data and information for the Department of Peacekeeping Operations to formally ascertain the willingness of troop-contributing countries with the requisite operational capabilities to provide forces to meet the enhanced rapidly deployable support capabilities determined necessary in the event of a serious crisis. Selected Member States have now received a note verbale and associated mission briefs requesting their support to provide troops to some or all of the missions. The Department of Peacekeeping Operations requested a response by 31 January 2008. As at 29 February, not all the Member States that received a note verbale had responded, citing the need for governments to finalize consideration of the request. All the Member States that have responded so far have advised that they are not able to provide the rapidly deployable capacities requested, with some of these Member States indicating that they might consider providing strategic airlift support for other States providing the required deployable capacities.

68. On the issue of revision of the United Nations Standby Arrangement System (UNSAS), the Department of Peacekeeping Operations is currently focusing on the reconfirmation and commitment of troop-contributing countries, and on increasing the number of units pledged at the rapid deployment level. The Department has taken note that while the conventional levels 1 and 2 are useful for encouraging emerging troop-contributing countries, level 3 has not met the United Nations needs for two reasons: (a) capabilities committed to the rapid deployment level may not be available for the specific mission(s) where they are most required owing to the commitment of those resources to other activities of Member States; and (b) the uncertainty with regard to the availability of pledged resources to the mission where such resources are required has been deemed unattractive.

69. Recent developments indicate that the concept for the enhanced rapidly deployable capabilities will further evolve, and that there will be a new role for UNSAS in managing the status of the capabilities offered by the Member States in a manner similar to the rapid deployment level. This new role for UNSAS will be further explored and developed as the enhanced rapidly deployable capabilities arrangement proceeds during the next fiscal year. A thorough reassessment of UNSAS will be carried out in 2008, with consultations with Member States expected to begin early in 2008. The process will culminate with a meeting of Member States no later than September 2008 to discuss the way ahead for UNSAS.

Mission subsistence allowance

70. In its resolution 61/276, the General Assembly approved revised support arrangements for staff officers by which the mission subsistence allowance would be paid in lieu of reimbursement to troop-contributing countries. The revised support arrangements were implemented in all peacekeeping missions as of 1 July 2007. General Assembly resolution 61/276, section XI, paragraph 2, also authorized payment, as necessary, of the mission subsistence allowance to staff officers during in-mission travel in cases where accommodation and/or food cannot be provided by the mission. The resolution further requested that this issue be reviewed in the context of the analysis requested in paragraph 56 of the report of the Advisory Committee (A/61/852), which requested the Secretary-General to analyse the question of payment for in-mission travel with a view to developing a consistent policy based on conditions on the ground that is cost-effective and fair to the staff members involved. The policy on within-mission travel is set out in administrative instruction ST/AI/1997/6. The Secretariat is currently in the process of collecting and analysing information on the practices of missions for payment for within-mission travel of all civilian, military and police personnel. On the basis of an analysis of the information received, the established policy for payment of within-mission travel will be reviewed and revised as necessary. The results of the review will be reported to the General Assembly at its sixty-third session.

Conduct and discipline

71. By its resolution 61/276, section XVI, paragraph 5, the General Assembly requested the Secretary-General to examine ways to strengthen cooperation and coordination between the conduct and discipline units, the Office of Internal Oversight Services and other entities within and outside the United Nations system, both at Headquarters and in the field, and to report in this regard at the second part of its resumed sixty-second session in the context of the overview report. The

following paragraphs, reflecting on the two core disciplinary areas of case management and policy development (prevention, training and outreach), describe the arrangements for cooperation and coordination between the Conduct and Discipline Unit at the United Nations Headquarters and the conduct and discipline teams in the missions on one hand, and other United Nations entities such as the Office of Internal Oversight Services (OIOS), the Office of Human Resources Management (OHRM), the Office of Legal Affairs (OLA), the Office of the Ombudsman, the Ethics Office, and non-governmental organizations on the other.

72. Since 2005, at the procedural and policy level, the Conduct and Discipline Unit at Headquarters and OIOS have collaborated in defining a framework on the role and responsibilities of DPKO/DFS and OIOS in the investigation process of allegations of Category I and Category II misconduct. Current modalities for cooperation are outlined in the note entitled "DPKO/OIOS cooperation in Category I and Category II investigations" dated 8 November 2005, which was developed by the Conduct and Discipline Unit, OIOS, OHRM and the Department of Safety and Security. Many aspects of the procedures are still evolving, such as information-sharing arrangements between the Conduct and Discipline Unit and OIOS, and the application of provisions of the recently approved revised model memorandum of understanding between the Secretariat and the troop-contributing countries (General Assembly resolution 61/267 B). Standard operating procedures for Headquarters follow-up activity are also being developed to provide comprehensive guidance on the follow-up process for disciplinary matters at Headquarters, including with Member States, in order to ensure the efficient and accountable handling of all misconduct allegations in peace operations administered by the Department of Peacekeeping Operations. Standard operating procedures for the field will be developed simultaneously.

73. There is an increased understanding and collaboration between the Conduct and Discipline Unit at Headquarters and the Investigations Division of OIOS on the management of sexual exploitation and abuse cases. Similarly, there has been growing cooperation between OIOS and conduct and discipline teams in field missions to resolve issues that can hamper the timely delivery of investigation reports on allegations of serious misconduct. Reports from the missions indicate that the improved dialogue has resulted in substantial improvement in procedures, which has translated into a marked increase in investigation reports and a substantial decrease in the response time of the Investigations Division in addressing allegations transmitted to them. Another important aspect of the general improvement in cooperation is evidenced in an increased sharing of information on cases, while continuing to ensure the required confidentiality. This has enabled conduct and discipline teams in missions to better assess the level and gravity of allegations, and to better advise the heads of mission accordingly.

74. The conduct and discipline teams in missions have become the repository of most of the complaints of misconduct against all categories of peacekeeping personnel. As potential complainants have a right to lodge complaints of misconduct directly with OIOS, without reference to other existing reporting mechanisms, there is a need to ensure consistency between the data maintained by OIOS and the conduct and discipline teams. Since January 2007, OIOS has been providing statistical data to the Department of Field Support on a monthly basis.

75. The cooperation on information-sharing at the OIOS Conduct and Discipline Unit has extended to the technical aspects of the respective databases. In September 2007, the Conduct and Discipline Unit, in conjunction with the Communications and Information Technology Service, finalized the development of a comprehensive misconduct tracking system for allegations of misconduct. This system has recording, tracking and reporting features, and can be accessed by mission conduct and discipline teams on a need-to-know basis. Since 10 December 2007, three missions (MONUC, UNMIL and UNIFIL) have been pilot-testing the misconduct tracking system with a projected end date of 15 March 2008. After final review and possible revision by the software developers, the Conduct and Discipline Unit will then conduct a joint training with Communications and Information Technology Service for all mission focal points with a view to full adoption of the misconduct tracking system by all mission conduct and discipline teams by 1 July 2008. This positive development will provide the Department of Peacekeeping Operations/ Department of Field Support and the mission senior management with a reliable tool for information, in real time, on misconduct allegations. The misconduct tracking system will also enable the Conduct and Discipline Unit at Headquarters and in the missions to carry out detailed statistical analysis and determine trends, thus improving their monitoring functions. It will also enable them to take or adapt, as relevant, preventive measures, tailor mission briefing and training programmes and determine benchmarks for monitoring and oversight.

76. Since the authority to institute disciplinary proceedings and impose disciplinary measures on staff members is vested in the Department of Management, the Conduct and Discipline Unit at Headquarters works in close cooperation with the Office of Human Resources Management on cases of misconduct involving staff members. On receipt of investigation reports into complaints of misconduct against staff members, the Conduct and Discipline Unit reviews the report to ensure that the findings and underlying evidence warrant referral of the case to OHRM. If the case is referred to OHRM, the Conduct and Discipline Unit is responsible for further coordination between OHRM and the mission concerned on subsequent proceedings. The Conduct and Discipline Unit and OHRM are increasing their coordination to ensure that the resources of the Organization are used for those disciplinary cases for which sufficient evidence is available to justify the institution of disciplinary proceedings. In this regard, the Conduct and Discipline Unit is disseminating to its counterparts in the missions guidance received from OHRM, in terms of the past practice of the Secretary-General in disciplinary matters.

77. The Conduct and Discipline Unit at Headquarters coordinates with the Ethics Office and the Office of the Ombudsman, as appropriate. Cooperation with the Ethics Office is particularly noteworthy in the context of the functions assigned to the Ethics Office in respect of the Secretary-General's bulletin ST/SGB/2005/21, "Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations" (the "whistle blower policy"). When the provisions of the whistle blower policy are invoked by a staff member, coordination takes place between the two offices to ensure that measures are taken to address any concern of retaliation. The Ombudsman, on the other hand, may bring issues of concern, on a general or particular case level, with the prior agreement or at the instance of an individual complainant, to the Conduct and Discipline Unit for review. Regular meetings are held between the Department of Field Support and the Office of the Ombudsman to discuss and follow up on those issues.

78. In the field, the Conduct and Discipline Teams share information on conduct and discipline issues with other United Nations entities through the United Nations country teams, in particular through in-country networks of focal points for sexual exploitation and abuse, from all United Nations entities on the ground and international non-governmental organizations. These networks usually share information on issues such as codes of conduct, policies, prevention of sexual exploitation and abuse, and reporting mechanisms, as well as outreach and training, with a view to standardizing and streamlining contents, messages and implementation tools. The Department of Peacekeeping Operations/Department of Field Support in cooperation with the Office for the Coordination of Human Affairs, UNDP and UNICEF, have developed a training video entitled "To serve with pride: zero tolerance for sexual exploitation and abuse". Together with these organizations, the Department of Peacekeeping Operations/Department of Field Support hosted a high-level conference on sexual exploitation and abuse in December 2006. The Department of Field Support has also focused on awareness-raising tools to address sexual exploitation and abuse. In this regard, a campaign was launched in a selected number of missions on a pilot basis, aimed at decreasing allegations of the involvement of United Nations peacekeeping personnel in transactional sex/prostitution.

79. In accordance with General Assembly resolution 61/276, section XVI, paragraph 6, a comprehensive report on the issue of conduct and discipline, including a full justification of all posts, with staffing levels, functions and their impact on conduct and discipline in missions, will be submitted to the General Assembly during the second part of its resumed sixty-second session.

Welfare and recreation

80. At its 2005 resumed session, the General Assembly's Special Committee on Peacekeeping Operations noted that peacekeeping operations are often situated in high-stress environments lacking opportunities to take recreational breaks. It also recognized that welfare and recreation facilities in such operations have sometimes been inadequate. By its resolution 59/300, paragraph 2, and pursuant to the request of the Special Committee on Peacekeeping Operations in its report submitted to the General Assembly at its 2005 resumed session in New York (A/59/19/Rev.1, chap. 2, para. 20), the Assembly recommended that the Secretary-General carry out a comprehensive review of welfare and recreation for all categories of peacekeeping personnel, and submit proposals to the General Assembly. In June and July 2007, a consultant and a field officer were deployed to New York and four peacekeeping missions (MONUC, UNOCI, UNMIS, and MINUSTAH) to collect information for the comprehensive review, which has been submitted to the General Assembly as the report of the Secretary-General on the comprehensive review of the welfare and recreation needs of all categories (A/62/663).

Victims assistance

81. Additionally, by its resolution 59/300, paragraph 2, and pursuant to the Secretary-General's report (A/59/19/Rev.1, part two, chap. 2, para. 34), the General Assembly recommended that the Secretary-General provide to the Special Committee on Peacekeeping Operations a comprehensive strategy for assistance to victims of sexual exploitation and abuse. In response to these requests, the Secretary-General issued the draft United Nations policy statement and draft United

Nations comprehensive strategy on assistance and support to victims of sexual exploitation and abuse by United Nations staff or related personnel (A/60/877, annex) (hereinafter "victim assistance strategy and policy").

82. The Special Committee on Peacekeeping Operations considered the document at its sixtieth session and, having determined that it may apply to the United Nations as a whole rather than only peacekeeping, decided to refer it to a different United Nations body. In its resolution 61/291, upon the recommendation of the Fourth Committee, the General Assembly endorsed the recommendations contained in the report of the Special Committee on Peacekeeping Operations (A/61/19, part II). In paragraph 71 of the report, the Special Committee invited the President of the General Assembly to convene, at the earliest possible date during the sixty-first session of the General Assembly and with the participation of all Member States, an ad hoc open-ended working group on assistance and support to victims of sexual exploitation and abuse to consider the victim assistance strategy and policy (A/60/877). An ad hoc open-ended working group of the General Assembly was established in July 2007. The working group held two meetings in August and September 2007 and took up substantive consideration of the document from 3 to 7 December 2007. By its resolution A/62/214 of 21 December 2007, the General Assembly adopted the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel contained in the Report of the Ad Hoc Open-ended Working Group on Assistance and Support to Victims of Sexual Exploitation and Abuse (A/62/595). Under the Strategy, victims would receive assistance to address their needs directly arising from the exploitation or abuse suffered. Assistance may include medical treatment, counselling, social support, legal services or material care. In addition, the Strategy recommends that the United Nations work with Member States to facilitate, within their competence, the pursuit of claims related to paternity and child support. The Working Group on Victim Assistance (a part of the Executive Committees on Humanitarian Affairs and Peace and Security Task Force on Protection from Sexual Exploitation and Abuse) has commenced on an implementation strategy, which will include a guidance note for the field missions.

B. Proposed management initiatives at Headquarters

Office of the Rule of Law and Security Institutions

83. The Office of the Rule of Law and Security Institutions was established in July 2007 in the Department of Peacekeeping Operations to provide an integrated and forward-looking approach to United Nations assistance in security and the rule of law. The Office brings together into one office the following capacities: police, justice, corrections, mine action, disarmament, demobilization and reintegration, as well as security sector reform. The Office provides support primarily to United Nations peacekeeping operations but has responsibilities outside peacekeeping missions in some areas (such as police and corrections, mine action and security sector reform). More than a collection of individual entities that had existed previously in the Department of Peacekeeping Operations, the core function of the Office is to develop and maintain the important strategic and operational frameworks, including in policy, operational support, training and partnerships, to facilitate synergy, efficiency and effectiveness when working to strengthen security and the rule of law.

84. In the reporting period and prior to the establishment of the Office, the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section and the Mine Action Service of the Department of Peacekeeping Operations continued to provide support to peacekeeping missions in their respective areas of specialization. Since the 2007 report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858), the authorized strength of police components in peacekeeping operations has increased by over 65 per cent and reached the level of over 10,000 personnel, which has required an adequate increase in operational and strategic support from the Police Division. Other components such as the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section and the Mine Action Service also experienced a similar surge in demand for their services in new and existing peacekeeping missions. In 2006/07 alone, the Disarmament, Demobilization and Reintegration Section supported United Nations activities in peacekeeping missions that together involved an overall caseload of approximately 400,000 combatants. Of these, 251,036 combatants have been disarmed and demobilized and are awaiting or have completed reintegration. Mine action activities in peacekeeping operations witnessed a tenfold increase, in volume and cost, from $6 million in 2002 to over $60 million in 2007. As the Department establishes its modest security sector reform capacity, six of the current United Nations peacekeeping operations are mandated by the Security Council to conduct security sector reforms and a further five are mandated to undertake a broad range of security-related activities, including support for the restructuring and reform of the national police, law enforcement agencies and defence forces.

85. In the last budget period these individual components made a considerable effort to address the significantly increased needs of field operations. In 2007, the General Assembly approved the establishment of the Standing Police Capacity with the initial strength of 25 Professionals and two administrative assistants. This initial capacity has been extensively trained and has been involved in active planning for the United Nations Mission in the Central African Republic and Chad (MINURCAT). Between November 2007 and January 2008, 19 Special Police Capacity members, including the Chief of the Special Police Capacity, were deployed into Chad in line with the operational requirements. Four members have remained in New York to maintain core Special Police Capacity functions at Headquarters. As soon as MINURCAT United Nations Police seconded officers are deployed from police-contributing countries and are able to take over tasks from the Special Police Capacity, which is expected to start during February/March 2008, a gradual withdrawal of the Special Police Capacity will set free capacities for further projected engagements. In March 2008 the Special Police Capacity will be engaged in an assessment mission, led by the police adviser to Timor-Leste, UNMIT. The focus will be on reform and restructuring plans in support of the starting transitional phase of the mission from an executive mandate towards a non-executive mandate with predominantly monitoring, mentoring and advisory elements.

86. The Disarmament, Demobilization and Reintegration Section completed a system-wide effort involving 16 other United Nations entities to develop and formalize the integrated disarmament, demobilization and reintegration standards, a comprehensive set of policy and operational guidance that articulates a common United Nations approach to disarmament, demobilization and reintegration. The

Criminal Law and Judicial Advisory Section issued its *Primer for Justice Components in Multidimensional Peace Operations* and its *Prison Support Guidance Manual*. These materials represent an important step towards comprehensive guidance on strengthening the rule of law in post-conflict countries.

87. In addition to providing targeted support to peacekeeping operations, some of the components of the Office of the Rule of Law and Security Institutions also have broader responsibilities. The United Nations Mine Action Service continues to provide the central coordinating framework for all mine action support activities within the United Nations and beyond, working together with a team of 14 international entities. In 2006, the Police Division was also tasked to support the United Nations system in the area of capacity-building of national police and other law enforcement agencies in countries where peacekeeping operations are not established, in particular in the context of long-term development. Conflict prevention support will thus be provided by the Police Division to more than 100,000 police and other law enforcement officials. The Criminal Law and Judicial Advisory Section has been assigned similar responsibilities in the area of supporting host countries and United Nations partners to strengthen national prison systems. Similarly, the newly established security sector reform capacity is intended to serve as an inter-agency capacity to provide support to countries in need outside the peacekeeping environment. It has provided support to the system-wide security sector reform task force and consultations on the production of the forward-looking report of the Secretary-General on securing peace and development: the role of the United Nations in supporting security sector reform (A/62/659-S/2008/39).

88. Recognizing the importance of the United Nations activities in the area of security sector reform, the General Assembly approved five security sector reform posts in the Office of the Rule of Law and Security Institutions. These staff will be part of an inter-agency security sector support capacity of the Department of Peacekeeping Operations, serving the entire United Nations system. As mentioned above, the priority of this inter-agency entity will be the development of strategic security sector reform policy, training and operational support to missions and United Nations country teams. The Office of the Rule of Law and Security Institutions should be in a better position to ascertain the full extent of its resource requirement for security sector reform once this entity is fully established and commences work on the full range of issues mentioned above, and with the full range of partners.

Collaboration with partners including regional organizations

89. In section XXI of its resolution 61/276, the General Assembly stressed the importance of close collaboration with partners, both inside and outside the United Nations system, including partnerships with regional organizations, and noted the efforts of the Secretary-General to strengthen such partnerships. The number and complexity of peace operations require effective partnerships that can facilitate strategic coherence and coordination in peacekeeping efforts as well as meet operational requirements on the ground. Over the past year, the Department of Peacekeeping Operations and the Department of Field Support partnership efforts have sought to put in place partnership frameworks that can support and facilitate our operational engagement with United Nations and non-United Nations partners.

90. In the coming year, the Department of Peacekeeping Operations and the Department of Field Support will strengthen work with existing partners and expand the potential for cooperation with others. The integrated mission structure and related planning process provides a broad framework for the identification of issues and priorities for partnership with United Nations humanitarian, human rights and development actors. With regard to external actors, frameworks for cooperation are in place with the African Union (AU) and the European Union (EU) while the Department of Peacekeeping Operations and the Department of Field Support are working together with other United Nations partners to put in place framework arrangements for cooperation in post-conflict contexts with the World Bank and the North Atlantic Treaty Organization (NATO). These frameworks are the first step towards putting in place modalities that can facilitate our practical cooperation in the field. The demands for such cooperation continue to mount as we move into a new phase of peacekeeping partnerships with the establishment of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the multilateral presence in Chad. The planning and implementation of such complex joint operations require robust arrangements for communication and cooperation, including in areas such as mission safety and security, and logistics and support issues. All of these efforts will be accompanied by measures to disseminate frameworks and train staff in respective headquarters and field operations in order to institutionalize mechanisms for cooperation and capitalize fully on them in future operations.

Policy, evaluation and training

91. The Policy, Evaluation and Training Division was established on 1 July 2007. The Division, comprising the existing Peacekeeping Best Practices Section and the Integrated Training Service, and small new teams for evaluation and for partnerships, provides an integrated capacity to develop and disseminate policy and doctrine; capture and share best practices between field missions; develop, coordinate and deliver standardized training; evaluate mission progress towards mandate implementation; and develop policies and operational frameworks for strategic cooperation with various United Nations and external partners. The Division supports field missions, the Department of Peacekeeping Operations and the Department of Field Support thus providing common policy, guidance material, training and evaluation services at Headquarters and in the field.

92. During 2007, the Peacekeeping Best Practices Section has continued to support Peace Operations 2010 reform and performance improvement efforts by developing knowledge and guidance materials, supporting specialist advisers such as those for gender and HIV/AIDS, and providing direct support to field missions through best practices officers. These officers support performance improvement in their missions and generate and share lessons and other knowledge materials from mission activity. The Section's doctrine and guidance development and policy coordination work generate essential policies and other doctrinal materials that address key mission concerns ranging from the management of mission start-ups to joint operations centres and from contract management to quick-impact projects. Guidance and best practices materials are now available to all headquarters and field personnel through the peace operations Intranet and are routinely exchanged between missions through specialized electronic networks called "communities of practice". The peace operations Intranet has an average of over 8,000 visits per day

and over 80,000 best practices and guidance documents have been downloaded to date. Detailed information is contained in the report of the Secretary-General dated 18 December 2007 (A/62/593).

93. The Integrated Training Service provides support to the Department of Peacekeeping Operations, the Department of Field Support, troop-contributing countries, police-contributing countries and field missions in the training of civilian, military and police personnel. The Service's ongoing priorities are induction training for new civilian staff, senior leadership training, providing support and guidance to Member States, in particular to emerging troop-contributing countries and police-contributing countries and technical support and guidance for mission training staff and integrated mission training cells. All training activities are aligned with existing policy and guidance materials.

94. The General Assembly, in its resolution 61/279, approved the establishment of an evaluation team placed within the Peacekeeping Best Practices Section. So far this year, the team has undertaken an evaluation of UNTSO. It has planned to complete five more evaluations before 30 June 2008, focusing on the implementation of the Joint Mission Analysis Centre policy and the operations of joint mission analysis centres. The evaluation team is also revising the policy for evaluations of field missions to take into account changes to the structure of the Department of Peacekeeping Operations and the establishment of the Department of Field Support and is developing policy to implement the requirements for self-evaluation that stem from the compacts of the Under-Secretary-General of the Department of Peacekeeping Operations and the Under-Secretary-General of the Department of Field Support with the Secretary-General.

95. In its resolution 61/279, the General Assembly also approved the use of general temporary assistance funding to support the establishment of the Partnerships team, which was placed in the Office of the Director of Policy, Evaluation and Training. Effective partnerships have become one of the most crucial elements of successful peacekeeping, given the range of increasingly complex arrangements under which United Nations peacekeepers work together with a broad range of United Nations, regional and subregional partners. Effective and efficient partnerships are central to every aspect of mission planning and implementation, from strategic policy coordination, to well-functioning integrated missions, including support aspects, and successful transition to longer-term peacebuilding. It was in recognition of this fact that the Department of Peacekeeping Operations made partnerships one of the five priorities of its peacekeeping reform agenda, Peace Operations 2010.

96. The priorities for the newly established Partnerships team are cooperation with regional organizations, the African Union, the European Union as well as the North Atlantic Treaty Organization, and key development partners within and outside the United Nations system, such as the World Bank and the United Nations Development Programme. A third group are those United Nations partners that are essential to the successful implementation and eventual transition of integrated missions, including the World Food Programme, the Office of the United Nations High Commissioner for Human Rights and the Peacebuilding Support Office. Good progress has been made in these three areas. With regard to the European Union, the Department of Peacekeeping Operations has continued to build on the lessons and experience of the cooperation between the European Union Force and the

Democratic Republic of the Congo and, in cooperation with the European Union, has developed joint coordination mechanisms to facilitate planning and engagement when the European Union engages in support of a United Nations peacekeeping mission, including logistics and support arrangements. These mechanisms have been used in planning for MINURCAT, and the European Union has contributed resources for the training of the Police Tchadienne pour la protection humanitaire. The departments will conduct a similar after-action review of the planning of the multilateral presence in Chad/Central African Republic, together with the European Union, to further refine and enhance the modalities for our cooperation. Similar such efforts are under way with the African Union to build on our experience of coordination in the transition from the African Union Mission in Sudan to UNAMID. Partnership with the African Union is focused on assisting the African Union to enhance its peacekeeping capabilities and to that end, a joint road map has been elaborated that includes the organization of mission leadership training programmes and focused assistance by the United Nations team in Addis Ababa to enhance the African Union's institutional capacities to plan and manage peacekeeping operations. Priorities for the year ahead include delivery of training to African peacekeepers and enhanced coordination among partners on African Union capacity-building.

97. Progress has also been made in cooperation with the World Bank. During 2007, the Partnerships team has developed guidelines on joint operational initiatives with the World Bank, which have been implemented in a joint undertaking in Haiti, modelled on the successful experience of operational cooperation in Liberia. The proposed joint United Nations-World Bank framework for cooperation in post-conflict countries will facilitate earlier strategic engagement between the Bank and the United Nations in post-conflict situations in areas which are intended to assist the more rapid disbursement of early recovery funding in such contexts. UNDP and the Peacebuilding Support Office are critical partners for the departments in promoting early recovery and, to this end, cooperation is under way on clarifying how each actor can effectively engage in tackling obstacles to integrated programming in the field, as well as to clarify roles and responsibilities in the planning and conduct of joint programmatic activities. The Partnerships team supports both the Department of Peacekeeping Operations and the Department of Field Support closely in developing partnerships with external as well as United Nations partners in support of a range of policy and support objectives, as well as incorporating partnership dimensions into internal policies, procedures, doctrine and training.

Senior leadership training

98. During the 2007/08 period, the Department of Peacekeeping Operations has continued to work on the development and delivery of training for senior mission personnel. This work has been undertaken in collaboration with the Senior Leadership Appointments Section of the Department of Field Support, established in 2007. The Integrated Training Service has developed and delivered two senior leadership training programmes: the senior mission leaders' course and the senior leadership induction programme.

99. The senior mission leaders' course is a two-week course that is based upon the standardized training module project 3, jointly developed by the Department of Peacekeeping Operations and Member States. Four senior mission leaders' courses

were conducted in 2006/07, including one for the Economic Community of West African States (ECOWAS) and one for the African Union. The ECOWAS course was conducted with simultaneous translation into French. During 2007, 101 participants (32 civilians, 39 military and 30 police officers) attended the four courses and participants were drawn from both the United Nations and Member States. One senior mission leaders' course was conducted in 2007/08.

100. The Integrated Training Service has also developed and conducted the senior leadership induction programme for senior United Nations civilian, military and police personnel at the D-2 level and above who are deploying to, or have recently taken up positions in Department of Peacekeeping Operations field missions. The senior leadership induction programme covers four broad thematic areas: the political context of Department of Peacekeeping Operations and Department of Political Affairs missions; policy development and implementation; mission integration and planning; and resource management, ethics, standards and accountability. The Department of Peacekeeping Operations conducts at least two senior leadership induction programmes every 12 months.

101. In 2008, the Integrated Training Service will develop a senior leadership training strategy for peacekeeping, which will include a review of the senior mission leaders' course and the senior leadership induction programme and all other activities related to senior leadership training. The resulting strategy will be part of the overall training strategy for peacekeeping and will also be an integral part of the Department of Peacekeeping Operations and the Department of Field Support approach to senior leadership selection.

Senior mission administrative and resource training programme

102. Recent events in some peacekeeping missions have made apparent the need to emphasize the establishment of a high level of ethical behaviour and accountability, to address the systemic issues which hamper good management of peacekeeping missions, to improve work processes and procedures, and to ensure the effective and efficient administration and financial management of peacekeeping operations. The Department of Peacekeeping Operations/Department of Field Support senior mission administrative and resource training (SMART) programme was created to qualify staff to a pre-subscribed level of competence in administrative support functions, facilitate managerial and fiduciary responsibilities by highlighting accountability for decision-making, and create a systematic method of developing mid-level and above Professional and Field Service staff for advancement to successive levels of responsibility, including pre-certification demands.

103. An interactive learning programme, SMART will facilitate non-linear learning through six e-learning modules and face-to-face workshops that mirror the challenges of the mission environment. A phased roll-out of the programme will take place during 2008. Although development of training modules has largely been accomplished through engagement of mission staff, the Department of Field Support will seek support staff to manage the programme.

Department of Field Support business design project

104. In an effort to further understand the administrative framework within which the Department of Field Support must operate and to determine options available to the Department in developing resource proposals, the Department of Field Support

intends to develop pamphlets that outline the business design processes for support to field missions in the core areas of personnel, finance, logistics and information and communications technology. The pamphlets will serve as briefing material for Member States, partners at Headquarters and in the field, and as training material for both senior mission leadership and mission support staff in the senior leadership induction programme and senior mission administrative and resource training programme. They will also serve as an aide-memoire for staff involved in these four functional areas. Each business design pamphlet will lay out in a summarized form the key requirements, resourcing options, guiding principles, decision factors, processes, timelines, risks and targets.

Risk management

105. The Department of Field Support and Department of Peacekeeping Operations have recognized the importance of integrating into its management culture risk management strategies and practices. Following the development of a successful risk management pilot study for Darfur, the Department of Peacekeeping Operations/Department of Field Support intends to introduce and implement risk management as part of its overall management strategy. Eventually one or two risk management posts will be sought in each mission, depending on the size and phase of the mission, to coordinate mission component risk assessments, to ensure that risk mitigation strategies are developed by responsible managers, and to monitor risk treatment plans. The need to formalize risk management posts in all peacekeeping operations will arise once the Department of Field Support and the Department of Peacekeeping Operations have further developed and piloted risk management methodology and tools. Risk management post creations in missions will prove most pressing during the second year of implementing risk management, and when risk management is established as an integral part of the planning process and a key management function.

Business continuity planning team

106. In response to the 17 March 2006 directive of the Secretary-General requiring all United Nations system agencies and offices to prepare for a human influenza pandemic, the Department of Peacekeeping Operations/Department of Field Support established an influenza pandemic preparedness team using general temporary assistance funding. The team's objective was to facilitate the pandemic planning process and to ensure that Headquarters and field missions were prepared and able to continue critical functions during an influenza pandemic event. To date, the team has assisted field missions to substantially improve and finalize their pandemic contingency plans and has performed detailed evaluations and desktop exercises with the major stakeholders in selected missions. In all, these planning exercises have proven invaluable and have highlighted the need for missions to consider a human influenza pandemic as a very real threat to United Nations staff and operations in the field. The simulated assessments have demonstrated that the Organization has not developed sufficient mechanisms to ensure the continuity of critical functions in any meaningful way, not only as a result of pandemics but also in response to generic crises or natural disasters to which field missions are particularly vulnerable.

107. The Department of Field Support considers it vital that momentum be maintained on business continuity planning. As part of the Organization's overall

risk management, effective business continuity planning reduces operational risk and sits alongside crisis management and disaster recovery planning. It is the intention of the Department to capitalize on the effort that has been dedicated to pandemic planning over the last year and develop broader contingency frameworks.

Information and communications technology improvements

108. The United Nations is affected by the growth and complexity of computer based crime, as well as the proliferation of malicious code on the Internet. The Department of Peacekeeping Operations/Department of Field Support information systems and underlying infrastructure are constant targets of various external and internal security threats and malicious activities. The increasing number of information security incidents occurring include disclosure of confidential Organizational information to unauthorized third parties, compromised access to information, and intentional and unintentional data loss. Inadequate information and communications technology (ICT) security presents a substantial business risk that threatens not only departmental information and critical processes, but also the image of the Organization.

109. In alignment with the United Nations ICT strategy, the Department of Field Support/Communications and Information Technology Service has developed and implemented technical and operational security safeguards and associated processes. The Department of Field Support intends to extend and strengthen its ICT security capacity in 2008/09 by implementing a security structure comprising a comprehensive set of integrated security technologies and processes. The envisaged security structure will facilitate the adoption of proactive ICT security for the Department of Peacekeeping Operations and the Department of Field Support. Furthermore it will transition the Department of Peacekeeping Operations and the Department of Field Support to a security capacity that is harmonized with the International Organization for Standardization (ISO) 27000 series of standards and best practices. The planned comprehensive security structure will require a range of technologies and expertise and will encompass the administrative, technical and operational controls necessary to strengthen the confidentiality, integrity and availability of departmental ICT assets.

110. The Department of Field Support is currently examining means to strengthen the security capability surrounding the handling of correspondence, in particular code cables. In coordination with the Information Technology Services Division, a technology solution has been identified and with the recent adoption of guidance pertaining to the handling of information and documents, the Department of Field Support is now able to deliver a robust, effective and secure solution. The solution envisaged will require the adoption of operational document handling procedures. Once the prerequisite structures, technologies and procedures are in place, field missions will have the available means to digitally send code cables in a secure manner and eliminate the need to manually index and track documents.

111. The Department of Field Support is also pursuing a programme in 2008/09 for the adoption of best practices and industry standards for its core functions as part of a global quality assurance management initiative. The primary goal of quality assurance is to ensure the highest level of professionalism in Department of Field Support operations and, in so doing, to provide high quality ICT services in support of peace operations. Quality management will be implemented through the

establishment of a quality assurance framework, the adoption of quality controls and the application of recognized industry standards in all aspects of ICT technical processes, including those related to the management of ICT operations, information systems and doctrine (policies, procedures and guidelines). This initiative will also support compliance with International Public Sector Accounting Standards (IPSAS) by further strengthening the management of intangible Information and Communications Technology Service assets, such as software and services. Existing ICT governance structures will be leveraged and strengthened to propagate these standards to field ICT operations and ensure global compliance. In support of this initiative, the Department of Field Support is obtaining various International Organization for Standardization (ISO) certifications, including ISO 15000 and ISO 20000, as well as extending the scope of ISO 27001 certification. The Control Objectives for Information and related Technology (COBIT) standards will be used to establish measures, indicators and processes to maximize the benefits derived from the use of ICT resources.

112. As the scale and complexity of field missions managed by the Department of Peacekeeping Operations continue to grow and multidimensional mandates become more common, maintaining visibility over this operational landscape has become increasingly difficult. The magnitude of data residing across various information systems is difficult to review, understand and utilize for strategic decision-making. The ability to formulate and display these data for senior Department of Peacekeeping Operations and Department of Field Support managers in a meaningful way is critical to operational effectiveness and risk management. In 2008/09 the Department of Field Support plans to provide a series of integrated technologies to structure, aggregate and display information in a secure and effective manner.

C. Proposed management initiatives in field missions

Renaming of the Division of Administration in the missions to Mission Support Division

113. The administrative component of field missions, in most cases currently referred to as the Division of Administration, will be renamed as the Mission Support Division. The Division will be headed by the Director/Chief of Mission Support, depending on whether the post is at the D-2 or D-1/P-5 level. This change will ensure that a common nomenclature is used to describe support functions under the responsibility of the new Department of Field Support.

Partnerships, country team coordination and integrated missions

114. Over the past year, the Department of Peacekeeping Operations has continued its efforts to better support integration. From February to September 2007, a senior staff member with extensive field and Headquarters experience was dedicated almost full-time to the implementation of the integrated mission planning process, which had been approved by the Secretary-General in June 2006. The integrated mission planning process is at the core of a comprehensive approach to mission integration, as it provides for a system-wide strategic assessment and the involvement of integrated mission partners in each step of the planning process. The Department of Peacekeeping Operations is currently coordinating an

interdepartmental and inter-agency effort to develop a comprehensive set of operational guidance notes on key steps of the process to ensure the translation of the planning process from policy prescriptions into standard practice. This will be followed by the development of training modules for Headquarters and field personnel.

115. In order to facilitate the planning requirements of peacekeeping operations, some missions, such as MINUSTAH and UNMIS, have included a dedicated planning capacity in their staffing tables. Until now, the inclusion of such capacity in peacekeeping missions has been undertaken on an ad hoc basis. With the Secretary-General's approval of the policy on the integrated mission planning process and the development of relevant guidelines for implementation, there has been an increasing need to streamline the planning process and to ensure harmonization between peacekeeping and broader United Nations system efforts. Consequently, and in accordance with the planning process guidelines, it is proposed that each integrated mission establish an integrated mission planning team. The team would include two integrated mission planning officers reporting through the mission's Chief of Staff to the Special Representative of the Secretary-General and to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. One of the integrated mission planning officers would coordinate and integrate the activities of the United Nations country team while the other would focus on the mission's activities. This team would be responsible for facilitating strategic, programmatic and operational planning with the various arms of the peacekeeping mission and relevant United Nations agencies, funds and programmes. Such dedicated planning capacity would also ensure that mission and relevant agency implementation plans and programmes remain relevant and that reporting on planning efforts is timely.

Human resources action plans

116. As a pilot project, human resources action plans have been implemented in MINUSTAH, UNAMA, UNMIL, UNMIS and UNMIT for the 2007/08 budget period. The action plans are intended to serve as a mechanism to enhance human resources planning; delineate roles, responsibilities and accountabilities for human resources management in the field; and identify areas where field missions require strengthened support from Headquarters.

117. The framework for the human resources action plans for the Secretariat has been adapted to meet the specific needs and conditions of United Nations peace operations. The action plans for peace operations therefore incorporate goals set out in General Assembly resolutions, the mission's results-based budgeting, organizational policies established by the Secretary-General and observations of oversight bodies. Critical management areas include: vacancy management, appropriate representation of troop- and police-contributing countries, gender balance, staff turnover rates, compliance with General Assembly decisions on the assignment of General Service staff in the field, performance management, staff-management relations, employment of individual contractors and retirees, and training and development. In addition, the human resources action plans will include areas related to conduct and discipline, as well as administrative appeals for all categories of mission personnel (civilian, military and police).

118. The pilot project has been designed to gather lessons learned and best practices. The framework for the human resources action plans will be adjusted as necessary, based on experience gathered through the pilot project prior to the full roll out of human resources action plans to all peacekeeping missions, which will be implemented during the 2008/09 budget period.

Individual contractors

119. In its resolution 59/296, section VIII, the General Assembly expressed concern at the practice of hiring individual contractors or individuals on procurement contracts to perform functions of a continuing nature, and requested the Secretary-General to revert to the Assembly for its consideration of the creation of a post if the function was so warranted. Field missions were advised in August 2005 to cease the practice of engaging individual contractors for continuing functions and either to explore the possibility of outsourcing services, or to request the creation of national staff posts. While some missions did seek the creation of posts for continuing functions previously performed by individual contractors in the 2006/07 budget period, the practice of using individual contractors for continuing functions continues to be widespread in field missions.

120. In start-up missions, it is often the practice to engage individual contractors or daily-paid workers for functions that could be expected to be outsourced within a reasonable period, such as for cleaning and maintenance services, food services, translation and construction functions. In reality, however, many times outsourcing has not proved possible or feasible. Mindful of the need to control staffing levels, missions have been prudent in requesting the actual number of posts needed for continuing functions that are currently performed by individual contractors and daily-paid workers.

121. National staff representatives have expressed concern at the low wages paid to individual contractors and daily-paid workers engaged for long periods of time, as well as the lack of medical insurance, sick leave and benefits and entitlements. Not only have such practices led to discontent in some missions, they also expose the Organization to liabilities and afford little or no protection to the individuals concerned in the event of service-incurred injury or death. Pursuant to General Assembly resolution 62/228 on administration of justice at the United Nations, and subject to the inclusion of daily-paid workers in the scope of the new system of administration of justice, the potential for claims could increase significantly as such individuals would have access to the appeals system.

122. To address the persistent and irregular use of individual contractors and daily-paid workers, the Department of Field Support has instructed missions to undertake a review of their temporary labour force to identify skilled functions being performed by individual contractors or daily-paid workers and to request posts in the mission's budget, where justified, for review and consideration by the General Assembly. For unskilled functions, or for skilled functions required on a non-continuous basis, missions have again been requested to explore the possibility and feasibility of outsourcing. If it is determined that it is not possible to outsource unskilled functions required on a continuing basis, missions have been advised to seek posts in their budget submissions. For skilled work needed on a non-continuous basis that cannot be outsourced, missions may continue to secure the services on an

individual contractor basis. Missions have also been instructed to cease the practice of engaging daily-paid workers.

123. In line with established policy and to ensure equal pay for equal work, missions have been further requested to review the fees of individual contractors performing skilled functions, and to align the remuneration with the local salary scales for the functions being performed.

Best practices officers in field missions

124. As envisioned by the Panel on United Nations Peace Operations, and subsequently the Peace Operations 2010 reform agenda, the Department of Peacekeeping Operations and the Department of Field Support continue to improve their ability to share best practices and lessons learned between missions and to codify these practices in the form of official departmental guidance. As explained in detail in the report of the Secretary-General on this issue (A/62/593) submitted to the sixty-second session of the General Assembly pursuant to General Assembly resolution 61/276, the purpose of these efforts remains to improve the efficiency and effectiveness of United Nations peace operations by reducing the need to "reinvent the wheel" and to support field personnel with doctrine and guidance material that reflect lessons learned and institutional experience.

125. Best Practices Officers in missions continue to play a central role in the best practices and guidance systems established by the Peacekeeping Best Practices Section on behalf of the Department of Peacekeeping Operations and the Department of Field Support. The deployment of these officers has proved particularly useful for lessons learned, the collection of best practices, the transfer of knowledge between missions, and as guidance and best practices research resources for their mission. Best Practices Officers are currently deployed in eight peacekeeping operations and special political missions (MINUSTAH, UNIFIL, UNIOSIL, UNOCI, MONUC, UNMIS, UNMIT and UNAMA) as well as in BINUB, with posts or positions also approved in UNAMID and MINURCAT. The growth of the network has led to a corresponding growth in the collection and sharing of lessons learned and best practices. The Department of Peacekeeping Operations intends to seek the establishment of Best Practices Officers in all new multidimensional missions and, where required, in existing missions.

Environmental policy

126. The Department of Peacekeeping Operations and the Department of Field Support anticipate the formal introduction of an environmental policy and guidelines manual during the 2008/09 period. The policy will require missions to conduct baseline environmental studies and develop mission environmental objectives and environmental action plans.

Contingent-owned equipment and property management

127. The number of United Nations-owned assets has increased by 82 per cent since 2002, representing an annual growth of 13 per cent. Acquisitions by missions in terms of new purchases averaged $123 million in 2002 growing to $300 million in 2006, with holdings currently standing at $1.7 billion and contingent-owned equipment expenditures reaching $1.6 billion annually. The support of special political missions by the Department of Field Support has also led to a proportionate

growth in activity as delegations of authority, assistance regarding the disposal of assets and general advice to these missions are required.

128. The Department of Field Support strongly believes that the Organization must move beyond pure assets control and place greater emphasis on the total life cycle management of assets deployed to the field. At this point in time, the capacity of the Organization is limited to verification and reporting only. The Department of Field Support will study industry best practices to establish integrated supply chain solutions while re-evaluating and enhancing some of the current organizational practices. Guidelines and policies will place greater emphasis on assets utilization and economic performance.

129. The Department of Field Support has successfully introduced the write-off and disposal module of Galileo to add to its global inventory management system. This module captures the disposal process and has given management an invaluable analytical tool with which to capture trends and make further inferences over the end cycle of mission assets. The global visibility gained by this system will also enable the Department of Field Support to introduce non-expendable stock ratios across all missions and identify surplus assets which may potentially be available for transfer to other missions. Other initiatives under way, such as bar code technology and the development of codification standards, will lead to an enhanced material management framework.

Provision and management of medical support to field missions

130. The efficient provision and management of effective and responsive medical support is an essential enabling activity for all field missions. Over the past three years, annual averages for medical related visits to field medical facilities have been in the vicinity of 600,000 per year.

131. The medical budget for supplies, services and equipment stands at over $14 million annually, while reimbursement to troop contributors for the provision of medical support is $80 million per annum. There are 226 level 1 United Nations and military contingents' clinics and 20 level 2 and 3 hospitals in field missions. The value of the deployed United Nations medical inventory is currently over $12 million. The provision of medical support also involves the negotiation and management of commercial contracts with civilian facilities and letters of assist with government-owned level 3 and 4 hospitals both within and outside mission areas of operation. In addition, complex operational and strategic evacuation plans are required to be put in place and managed to ensure timely access to adequate levels of treatment in case of emergency.

132. Planning for and the provision and management of medical and associated capabilities are currently divided. The Medical Support Service of the Department of Field Support is responsible for the assessment, planning, coordination, management and oversight of the delivery of medical resources, services and capabilities deployed in support of peacekeeping operations. The Medical Services Division of the Department of Management has the responsibility to establish, review and monitor overall United Nations health policy, as well as provide professional oversight of medical staff and health and medico-administrative services in support of peacekeeping. Certain functional activities are conducted jointly, such as on-site assessments, planning and selection of medical personnel.

133. In order to clarify this division of responsibility, a review of the provision and management of medical services in support of field missions will be required to ensure that such services are provided in the most effective, efficient and responsive manner.

Geospatial information and technology

134. Visualization of United Nations operations is a key operational attribute and communication tool for decision makers, management, planners and stakeholders in carrying out the mandates of the field missions. The vision of geospatial information services focuses on the need to ensure that the United Nations (the Security Council, field missions and the Secretariat) is provided with meaningful geospatial information in a timely and effective manner for shared situational awareness and monitoring activities and to meet the requirements of inter-operability among the missions, as well as between the missions and the Secretariat and other United Nations agencies operating in the same theatre.

135. Availability of accurate and up-to-date maps is critical to successful operations in United Nations missions, including the safety and security of peacekeeping personnel, the rescue and evacuation of personnel, as well as the political and military decision-making process at various levels. However, in many areas of United Nations operations, no base maps are available. The United Nations has therefore depended on other entities to provide ad hoc solutions, which have often resulted in production delays as well as unsuitable map formats that do not meet international standards and the requirements of United Nations operations.

136. Over the past decade, rapid advances in geospatial technology (geographic information systems, global positioning systems (GPS), remote sensing/satellite imagery and communications and information technology), combined with dramatic reductions in costs, have led to the broader use of geospatial technology in the work of the United Nations. This is evident in its use in international boundary projects (the Blue Line (Israel-Lebanon), Green line (Cyprus), Iraq-Kuwait Boundary Commission, Eritrea-Ethiopia Boundary Commission, Cameroon-Nigeria Mixed Commission). In field missions geographic information services units have been established in 12 missions and recently at UNLB to carry out the generation of base maps and manage the geodatabase from fresh satellite imagery for field operations.

137. Lessons learned have highlighted the fact that various actors (humanitarian, peacekeeping and crisis response actors) from the international community, though operating in common areas often deal individually with the challenges of the lack of geospatial information and products. There is a need to strengthen capacity to meet the increasing demand for geospatial information and products among various actors in the international community. Key to this endeavour is the standardization and the development of a common framework for geospatial data to avoid duplication of efforts and resources and to synchronize and integrate individual efforts within a streamlined approach. The common framework envisioned is to develop a single geodatabase that will allow a maximization of results, a reduction in response time, enhancement in inter-operability and a reduction in duplication of work. In this connection, it is important to formalize partnership agreements with agencies and other organizations to develop a common framework and share geospatial data.

D. Proposed resources for the period from 1 July 2008 to 30 June 2009

138. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2008 to 30 June 2009, inclusive of UNLB and the support account, are currently estimated at $7.3 billion, compared with the total approved budget of $6.7 billion for the period from 1 July 2007 to 30 June 2008, representing an increase of 3.1 per cent, which is primarily attributable to the establishment of UNAMID.

139. The General Assembly, in its resolution 59/296, section III, paragraphs 9 and 10, stated that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and to articulate future strategies in this regard and requested the Secretary-General to undertake the review of the functions of the posts as an ongoing exercise and to determine the level of posts according to changing operational requirements as well as the actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources.

140. In compliance with General Assembly resolution 59/296, the Secretary-General's budget proposals for the 2006/07 financial period introduced the concept of efficiency gains, according to which efficiency gains refer to situations in which fewer inputs, or the same inputs at a lower cost, are needed to produce the same output level as in the previous financial period (assuming no change in quality). The approved peacekeeping budgets for 2006/07 identified efficiency gains totalling some $17 million, while the 2007/08 budget proposals identified efficiency gains totalling some $35 million.

141. In its resolution 61/276, section II, paragraph 4, the General Assembly reaffirmed that budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard. In 2008/09, efficiency gains are expected to be derived from improvements in the way the missions are supported, and are sought principally in the support component that includes logistical, administrative and security support to the mission.

142. Overall, efficiency gains estimated at $44.1 million have been identified in all missions, representing an increase compared to the 2007/08 financial period. Detailed descriptions of the efficiency gains for 2008/09 are included in the budget proposals of each mission. Examples at the expenditure class level are provided in table 7 below.

Table 7
Examples of efficiency gains included in 2008/09 budget reports*
(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	0.1	Air transportation
MINUSTAH	0.5	Ground transportation, facilities and infrastructure, communications
MONUC	22.9	Facilities and infrastructure, air transportation, communications, information technology, other supplies, services and equipment
UNDOF	0.3	Acquisition of generators, ground transportation — spare parts, alteration and renovation of premises
UNFICYP	0.1	Official travel, training, information technology
UNIFIL[a]	0.4	Information technology
UNMIL	2.1	Facilities and infrastructure, communications, air transportation
UNMIS	10.6	Air transportation, facilities and infrastructure, official travel
UNMIT	0.2	Ground transportation, communications
UNOCI	6.9	Military contingents and formed police personnel
Total	**44.1**	

* Excluding newly established missions (MINURCAT and UNAMID).
[a] Reflects preliminary 2008/09 estimate pending finalization of the proposed budget.

143. The General Assembly, in its resolution 61/276, section II, paragraph 2, requested the Secretary-General, when submitting future budget proposals and performance reports, to include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs. To address this request, a new section "Planning assumptions and financial resources" has been introduced in the budget reports of all missions for the financial period 2008/09, outlining the missions' initiatives that affect the use of resources as well as the missions' decisions on the use of resources (see table 8 below).

Table 8
Examples of initiatives to be implemented in 2008/09

Mission	*Initiatives*
MINURSO	Improvement in air transportation service through direct fixed-wing aircraft flights from mission headquarters in Laayoune to team sites and through reopening of airfields in the mission area
MINUSTAH	Implementation of environmental standards
MONUC	Formal establishment of the joint operations centre
UNDOF	Mapping unit established as dedicated capacity as part of global strategy to enhance geographic information system (GIS) capabilities
UNOCI	Implementation of the menu plan based provisioning of rations to military and formed police personnel
UNFICYP	Virtualization of servers for a more efficient service
UNIFIL	Provision of predeployment training to civilian staff, standardized training for gender advisers and focal points, the senior mission administration resources training (SMART) programme and the peacekeeping management programmes
UNMIS	Decentralized mission support structure

144. Table 9 below provides the proposed requirements for the 2008/09 period by peacekeeping component.

Table 9
Proposed requirements for the 2008/09 period
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment (2006/07)*	*Expenditure (2006/07)*	*Apportionment (2007/08)*	*Proposed budget (2008/09)*[a]	*Variance*	
					Amount	*Percentage*
MINURCAT	1 114.1	1 114.1	182 444.0	308 203.4	125 759.4	68.9
MINURSO	42 619.4	41 702.6	44 321.6	45 728.4	1 406.8	3.2
MINUSTAH	489 207.1	484 020.1	535 372.8	575 103.2	39 730.4	7.4
MONUC	1 091 242.8	1 085 127.9	1 112 739.5	1 191 372.3	78 632.8	7.1
ONUB[a]	128 536.7	118 534.1	—	—	—	—
UNAMID	—	—	1 275 653.7	1 699 710.0	424 056.3	33.2
UNDOF	39 865.2	39 549.0	39 662.5	45 726.0	6 063.5	15.3
UNFICYP	44 831.4	47 347.9	46 587.4	54 943.0	8 355.6	17.9
UNIFIL	496 615.5	495 735.7	713 586.8	688 813.3	(24 773.5)	(3.5)
UNMEE	137 385.1	126 618.4	113 483.4	100 367.4	(13 116.0)	(11.6)

Peacekeeping component	*Apportionment (2006/07)*	*Expenditure (2006/07)*	*Apportionment (2007/08)*	*Proposed budget (2008/09)*[a]	*Variance*	
					Amount	*Percentage*
UNMIK	217 962.0	210 191.8	210 676.8	198 012.0	(12 664.8)	(6.0)
UNMIL	714 613.3	676 202.0	688 330.6	603 708.0	(84 622.6)	(12.3)
UNMIS	1 079 534.4	990 276.2	846 277.2	821 727.4	(24 549.8)	(2.9)
UNMIT	184 819.9	146 848.8	153 159.8	173 439.8	20 280.0	13.2
UNOCI	472 889.3	450 769.6	470 856.1	477 058.0	6 201.9	1.3
UNOMIG	33 377.9	32 297.9	35 009.8	34 740.7	(269.1)	(0.8)
Subtotal, missions	**5 174 634.1**	**4 946 336.1**	**6 468 162.0**	**7 018 652.9**	**550 490.9**	**8.5**
UNLB	35 478.7	33 335.4	40 379.6	45 827.4	5 447.8	13.5
Support account	189 017.4	177 696.9	230 509.9	287 651.7	57 141.8	24.8
Subtotal, resources	**5 399 110.2**	**5 157 368.4**	**6 739 051.5**	**7 352 132.0**	**613 080.5**	**9.1**
Voluntary contributions in kind (budgeted)	8 023.7	7 161.1	7 754.2	7 799.8	45.6	0.6
Total resources	**5 407 133.9**	**5 164 529.5**	**6 746 805.7**	**7 359 931.8**	**613 126.1**	**9.1**

[a] The mandate of ONUB expired on 31 December 2006. The operation's administrative liquidation was completed on 30 June 2007.

145. Table 10 below indicates the main factors affecting the changes in resource requirements for the 2008/09 period, compared with the 2007/08 period.

Table 10
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURCAT	Increase of $125.8 million (68.9 per cent) resulting from:
	(a) A lower projected vacancy rate for international staff compared to their phased deployment in the 2007/08 period
	(b) Construction of seven camps in N'Djamena, Abeche, Bahai, Iriba, Guereda, Farchana and Goz Beida, six police stations and 12 police posts
	(c) Maintenance services for the Mission's office and accommodation premises in view of the full deployment of the Mission's personnel
	(d) Rental and operation of fixed and rotary-wing aircraft as well as fuel consumption for a 12-month period compared to an average of 3 months provided for in the 2007/08 budget, combined with higher cost of aviation fuel

Peacekeeping component	*Main factors for variance*
MINURSO	Increase of $1.4 million (3.2 per cent) resulting from:
	(a) Higher requirements for air transportation due to an increase in the cost per flight hour based on new contracts for the fixed-wing aircraft and the helicopters
	(b) Higher requirements for mine detection and mine-clearing services and supplies due to the introduction of the operational mine action programme
	(c) The higher requirements are partly offset by lower requirements for international staff due to the conversion of eight international posts to national posts and by lower requirements for ground transportation due to the implementation of a vehicle replacement programme in the 2007/08 financial period
MINUSTAH	Increase of $39.7 million (7.4 per cent) resulting from:
	(a) Payment of mission subsistence allowance to staff officers pursuant to General Assembly resolution 61/276
	(b) Lower vacancy factors for police personnel based on the latest actual deployment figures
	(c) Increases in mission subsistence allowance rates and in the national staff salary scales
	(d) Increases in helicopter rental costs
MONUC	Increase of $78.6 million (7.1 per cent) resulting from:
	(a) Six additional fixed-wing aircraft and 29 additional rotary-wing aircraft to support the local elections
	(b) Ninety-three temporary international positions, 108 temporary national positions and 162 temporary United Nations Volunteers to support the local elections
	(c) Fifty-six additional international posts, 568 additional national posts and 29 additional United Nations Volunteers to strengthen substantive and support offices and to regularize individual contractors
UNAMID	Increase of $424.1 million (33.2 per cent) resulting from:
	(a) Increase in the deployment levels of military, police and civilian personnel
	(b) Increase in air operations due to increased military air patrols as well as increased cargo/personnel movements resulting from the higher deployment level of the mission
	(c) Increased requirements are partially offset by reduced requirements for acquisition and construction services as they were included in the budget for the previous financial period

Peacekeeping component	*Main factors for variance*
UNDOF	Increase of $6.1 million (15.3 per cent) resulting from:
	(a) Payment of mission subsistence allowance to staff officers pursuant to General Assembly resolution 61/276
	(b) Implementation of new security measures
	(c) Higher requirements under ground transportation principally due to additional vehicles for force mobility and an increase in the price of fuel
UNFICYP	Increase of $8.4 million (17.9 per cent) resulting from:
	(a) Payment of mission subsistence allowance to staff officers pursuant to General Assembly resolution 61/276
	(b) A revision in national staff salary scales in effect from 1 January 2008
	(c) The appreciation of the Cypriot pound (the euro from 1 January 2008) against the US dollar
	(d) Higher market costs for aircraft charter services for contingent personnel
UNIFIL	Decrease of $24.8 million (3.5 per cent) resulting from:
	(a) The completion, in the 2007/08 financial period, of major construction and renovation projects in relation to the Force's expansion
	(b) Lower average costs per contingent for travel on emplacement, rotation and repatriation
	(c) Reduced requirements for international staff salaries, staff assessment and common staff costs as derived from actual expenditure incurred in 2006/07
	(d) Reduced requirements for naval transportation due to the reconfiguration of the Maritime Task Force (MTF), based on the results of a recent ship-to-task analysis
UNMEE	Decrease of $13.1 million (11.6 per cent) resulting from:
	(a) The application to the cost estimates of much higher planned vacancy rates for all categories of personnel in response to the current operating environment and pending any changes in the Mission's mandate by the Security Council. In addition, no provision has been made for the purchase of new equipment nor for the replacement of any existing equipment
UNMIK	Decrease of $12.7 million (6.0 per cent) resulting from:
	(a) Application of higher vacancy rates with respect to the deployment of international and national staff
	(b) Non-acquisition of additional and replacement equipment

Peacekeeping component	*Main factors for variance*
UNMIL	Decrease of $84.6 million (12.3 per cent) resulting from:
	(a) Reduction in the authorized military strength as decided by the Security Council in its resolution 1777 (2007) of 20 September 2007
UNMIS	Decrease of $24.5 million (2.9 per cent) resulting from:
	(a) Transfer of the majority of its operations based in Darfur to UNAMID
UNMIT	Increase of $20.3 million (13.2 per cent) resulting from:
	(a) Maintenance of the strength levels of police personnel with the commensurate retention of administrative and technical staff providing direct support to the formed police units
	(b) Increase in the mission subsistence allowance rates
	(c) Higher requirements are partly offset by the decrease under medical services owing to the replacement of a level II hospital through letter-of-assist arrangement by the mission-owned medical clinic
UNOCI	Increase of $6.2 million (1.3 per cent) resulting from:
	(a) Increased requirements under ground transportation to support the upcoming elections and the disarmament, demobilization, reintegration, repatriation and resettlement and identification process
	(b) Higher requirements under public information services including outreach campaigns, media monitoring and development, and radio programming to support the upcoming elections and the disarmament, demobilization, reintegration, repatriation and resettlement and identification process
	(c) Higher requirements for information technology due to the replacement of desktop computers, laptops and uninterruptible power supply and procurement of servers and backup systems
UNOMIG	Decrease of $0.3 million (0.8 per cent) resulting from:
	(a) Reduced requirements for international staff attributable to the net reduction of one international post and revised mission-specific average salary costs based on actual 2006/07 expenditures
	(b) Reduction in the cost of flight hours for one fixed-wing aircraft and one helicopter based on current contracts
	(c) Replacement of fewer items of communications equipment compared to the 2007/08 period
	(d) Lower requirements are partly offset by the proposed establishment of 19 additional national posts, higher cost of outsourced maintenance services, the replacement of nine generators, an increase in the number of outsourced security guards to comply with minimum operating residential security standards, an increase in the cost of ground handling charges and increase in aviation fuel usage for one helicopter

Peacekeeping component	*Main factors for variance*
UNLB	Increase of $5.4 million (13.5 per cent) resulting from:
	(a) Additional civilian staffing and operational costs requirements in connection with the proposed increased workload in UNLB
Support Account	Increase of $57.1 million (24.8 per cent) resulting from:
	(a) Proposed establishment of additional 156 posts (78 new posts, including 15 posts transferred from the peacekeeping missions (OIOS), and 78 general temporary assistance positions converted to posts) and application of a 4.9 per cent vacancy rate to all continuing posts as opposed to the 50 per cent delayed recruitment factor applied to the new posts approved for the 2007/08 period
	(b) Increased requirements under the consultants, travel, facilities and infrastructure, communications, information technology and other supplies, services and equipment classes of expenditure, partially offset by reduced requirements under general temporary assistance and medical services classes of expenditure

146. For the 2008/09 period, an estimated total of 29,954 posts and temporary positions are proposed for international staff, national staff and United Nations Volunteers, in peacekeeping missions, and UNLB and the support account, compared with 28,864 posts and temporary positions approved for the 2007/08 period, resulting in an increase of 738 posts and 352 temporary positions. This figure represents a 3.8 per cent increase over the 2007/08 period.

147. Table 11 below provides information on the approved number of posts and temporary positions for the 2007/08 period and the proposed number of posts and temporary positions for the 2008/09 period.

Table 11
Proposed civilian staffing (including United Nations Volunteers)

	Approved 2007/08			*Proposed 2008/09*			*Variance*	
Peacekeeping component	*Posts/ positions*[a]	*Temporary positions*	*Total*	*Posts/ positions*[a]	*Temporary positions*	*Total*	*Number*	*Percentage*
MINURCAT	1 261	15	1 276	1 200	2	1 202	(74)	(5.8)
MINURSO	290	1	291	293	1	294	3	1.0
MINUSTAH	1 960	48	2 008	1 958	100	2 058	50	2.5
MONUC	3 854	61	3 915	4 507	427	4 934	1 019	26.0
UNAMID	5 470	99	5 569	5 458	99	5 557	(12)	(0.2)
UNDOF	150	2	152	153	—	153	1	0.7
UNFICYP	149	—	149	153	—	153	4	2.7
UNIFIL	1 251	7	1 258	1 250	7	1 257	(1)	(0.1)
UNMEE	464	—	464	463	1	464	—	—
UNMIK	2 804	4	2 808	2 804	4	2 808	—	—

Peacekeeping component	Approved 2007/08			Proposed 2008/09			Variance	
	Posts/ positions[a]	Temporary positions	Total	Posts/ positions[a]	Temporary positions	Total	Number	Percentage
UNMIL	1 806	13	1 819	1 845	4	1 849	30	1.6
UNMIS	4 595	15	4 610	4 139	50	4 189	(421)	(9.1)
UNMIT	1 317	2	1 319	1 553	3	1 556	237	18.0
UNOCI	1 391	21	1 412	1 508	12	1 520	108	7.6
UNOMIG	308	1	309	326	1	327	18	5.8
UNLB	223	19	242	265	—	265	23	9.5
Support Account	1 122	141	1 263	1 278	90	1 368	105	8.3
Total	**28 415**	**449**	**28 864**	**29 153**	**801**	**29 954**	**1 090**	**3.8**

[a] Number of posts/positions includes United Nations Volunteers.

148. The reasons for variances in the number of posts proposed for the 2008/09 period as compared to 2007/08 approved posts are as follows:

(a) The outsourcing of most construction and maintenance services in MINURCAT, the provision by the European Union Operation, through co-location, of Airfield Design and Airport Fire Services, and the abolishment of 12 general temporary assistance positions of the tiger team;

(b) In MINURSO, establishment of 2 new posts for archiving functions and 1 new post for general maintenance functions;

(c) In MINUSTAH, a decrease of 24 posts in the Disarmament, Demobilization and Reintegration Section due to the reformulation of the approach of disarmament, demobilization and reintegration from the traditional approach to a community and violence reduction approach in the Mission mandate pursuant to Security Council resolutions 1702 (2006) and 1763 (2007), offset by an increase of 22 posts in the support component;

(d) In MONUC, 56 additional international posts, 568 additional national posts and 29 additional United Nations Volunteers to strengthen substantive and support offices and to regularize individual contractors are proposed to be established. In addition, additional temporary positions, comprising 95 international positions, 108 national positions and 162 temporary United Nations Volunteers are proposed to support the local elections in MONUC;

(e) The conversion of 1 international and 1 national GTA post to regular posts in the office of the Chief of Mission Support and the establishment of 1 international post for integrated support services are proposed in UNDOF;

(f) The establishment of a senior legal advisor and 3 national technician posts in Integrated Support Services are proposed in UNFICYP;

(g) A decrease of 5 posts in the operations component and 6 posts in the support component, offset by an increase of 6 posts in the executive direction and management component in UNIFIL;

(h) With respect to UNMIK, the proposed staffing establishment of the Mission is maintained at the 2007/08 level;

(i) In UNAMID, all temporary positions approved for the 2007/08 period are proposed to be extended in the 2008/09 period. In addition, 12 posts in the Office of Resident Oversight have been transferred to the support account;

(j) In UNMIT, proposed 217 national posts in administrative and technical support services, including 176 national language assistants engaged in the direct support of the formed police units, that were reduced in the 2007/08 period in expectation of the repatriation of four formed police units;

(k) In UNOCI, a net increase of 45 posts in the security section to support the decentralization of the Mission's operations to 10 field offices; a net increase of 16 posts in the communications and public information section to enhance the coverage of UNOCI radio station to the entire country and a net increase of 12 posts to support the increase in subregional offices from 12 to 15 in support of the election process;

(l) In UNOMIG, the establishment of 1 international post in the substantive civilian component and 19 national posts, primarily in the Security Office, are proposed, partly offset by the proposed abolishment of 2 international posts;

(m) In UNMIL, in view of the consolidation drawdown and withdrawal phase of the Mission, a proposed reduction by 21 international posts and a proposed increase of 64 national posts as well as the proposed conversion of 5 national positions to posts in the Peace Consolidation component in view of the recurrent nature of their function;

(n) Additional civilian staffing requirements in connection with the proposed increased workload of UNLB;

(o) An increase in the proposed staffing establishment to provide backstopping to UNAMID and MINURCAT, as well as to further strengthen the capacity of departments and offices funded from the support account to manage and sustain peacekeeping operations.

V. Status of the Peacekeeping Reserve Fund as at 30 June 2007

149. The United Nations Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The General Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones or for unforeseen and extraordinary expenditures related to peacekeeping.

150. As reflected in the financial statements for the 12-month period from 1 July 2006 to 30 June 2007, the level of the Fund as at 30 June 2007 was $161.9 million, comprising the reserve of $150 million and an accumulated surplus of $11.9 million. During the period ended 30 June 2007, short-term loans were made to UNMIT, which were paid within the period upon receipt of assessed contributions. As at 30 June 2007, there were two outstanding loans: one loan in the amount of $12.8 million to the United Nations Mission in the Central African Republic (MINURCA), which was made in 1998 and 1999 and remains unpaid, and an additional loan to MINURCAT in the amount of $3.0 million, which was made in May and June 2007 and is yet to be reimbursed. The balance of the Peacekeeping

Reserve Fun in excess of the authorized level which is available to meet the financing of the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009, subject to General Assembly approval, will be provided in the context of the support account performance report for the period from 1 July 2006 to 30 June 2007.

VI. Management of contingent-owned equipment and liabilities to troop- and formed police-contributing countries

A. Management of contingent-owned equipment

151. The Secretariat has made a commitment to submit the final draft memorandums of understanding to the permanent missions of troop- and formed police-contributing countries within three months from the start-up date of negotiations. In many cases, the late signing of the memorandums of understanding is due to the delay in obtaining the concurrence of the contributing Governments with the provisions of the final draft. For some troop and formed police contributors, a lengthy legal and parliamentary process is required. As a consequence, such delays have an impact on the processing of claims for the reimbursement to contributing countries for contingent-owned equipment and self-sustainment. Currently, for memorandums of understanding that have been finalized, all claims for contingent-owned equipment and self-sustainment are processed within six months of receipt of the verification reports from peacekeeping operations.

152. The 2004 Working Group on Contingent-Owned Equipment did not reach a consensus in its triennial review of the rates of reimbursement for such equipment. In its resolution 59/298, the General Assembly approved the proposal of the Secretary-General that the next Working Group on Contingent-Owned Equipment should meet in 2008. The Working Group has met in early February 2008.

B. Liabilities to troop- and formed police-contributing countries

153. The status of amounts owed and reimbursements to troop- and formed police-contributing countries for the calendar years 2006 and 2007 are shown in table 12 below.

Table 12

Status of liabilities to troop-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2006	*2007*
Owed as at 1 January	695 166	1 009 666
Estimated amounts owed during the year	1 460 839	1 492 674
Less: payments made during the year	1 146 339	1 753 209
Balance at 31 December	**1 009 666**	**749 131**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2006	*2007*
Owed as at 1 January	348 686	491 693
Estimated amounts owed during the year	927 457	1 007 730
Less: payments made during the year	784 450	1 111 911
Balance at 31 December	**491 693**	**387 511**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2006	*2007*
Owed as at 1 January	346 480	517 973
Estimated amounts owed during the year	533 382	484 944
Less: payments made during the year	361 889	641 298
Balance at 31 December	**517 973**	**361 620**

154. Payments for troop costs are effected after taking into account a three-month cash operating reserve for each mission. In 2007, a total of four scheduled quarterly payments were effected for all active missions with sufficient cash resources. As a result of the receipt of additional assessed contributions after the scheduled payments, four additional payments (January 2007, February 2007, April 2007 and November 2007) were effected during the period to reduce short-term liabilities for MINUSTAH, MONUC, UNMIL and UNOCI.

155. In 2007, payments to troop-contributors could not be effected for MINURSO and UNMIK because of the poor cash position in their special account, primarily resulting from the low level of receipt of assessed contributions, with liabilities for troop costs currently covering the period from April 2002 to January 2008 (MINURSO) and January 2005 to December 2007 (UNMIK). When necessary, loans have been made from closed missions to UNMIK, MINURSO and other active missions to cover immediate cash operating requirements.

VII. Death and disability compensation

156. Since the current system of death and disability compensation was implemented on 1 July 1997, related complete claims have been certified within 90 days upon their receipt. The current system allows for the prompt and streamlined processing of claims and reduces the number of pending claims to a minimum. Claims may remain in processing because of: (a) confirmation is required that the death or disability was service related; (b) additional medical information is needed by the Medical Services Division from the contributing Governments to confirm the extent of permanent impairment; and (c) confirmation is needed from treating physicians regarding the completion of all treatment and achievement of maximum

improvement. These steps are mandatory prior to determining the permanent loss of function.

157. In compliance with General Assembly resolution 57/316, table 13 below provides information on claims related to death and disability compensation that were processed during the period from 1 January to 31 December 2007.

Table 13
Status of claims for death and disability compensation for 2007

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	12	365.8	—	—	6	85.5
MONUC	4	105.0	1	50.0	11	307.7
ONUB	2	2.5	—	—	2	100.0
UNDOF	4	3.5	1	1.0	10	9.5
UNFICYP	—	—	—	—	1	50.0
UNIFIL	10	46.0	—	—	7	10.5
UNMEE	3	77.5	—	—	9	213.5
UNMIK	—	—	—	—	—	—
UNMIL	2	100.0	—	—	9	314.5
UNMIS	1	36.0	—	—	10	204.5
UNMIT	—	—	—	—	—	—
UNOCI	4	200.0	—	—	1	50.0
UNOMIG	—	—	—	—	—	—
Total	**42**	**1 356.3**	**2**	**51.0**	**66**	**1 345.7**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	6	305.3	—	—	—	—
MONUC	2	100.0	1	50.0	5	251.2
ONUB	—	—	—	—	2	100.0
UNDOF	—	—	—	—	—	—
UNFICYP	—	—	—	—	1	50.0

UNIFIL	9	465.0	—	—	—	—
UNMEE	1	50.0	—	—	4	200.0
UNMIK	—	—	—	—	—	—
UNMIL	2	100.0	—	—	6	300.0
UNMIS	—	—	—	—	4	200.0
UNMIT	—	—	—	—	—	—
UNOCI	4	200.0	—	—	1	50.0
UNOMIG	—	—	—	—	—	—
Total	**24**	**1 220.3**	**1**	**50.0**	**23**	**1 151.2**

C. Disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	6	60.5	—	—	6	85.5
MONUC	2	5.0	—	—	6	56.5
ONUB	2	2.5	—	—	—	—
UNDOF	4	3.5	1	1.0	10	9.5
UNFICYP	—	—	—	—	—	—
UNIFIL	1	1.0	—	—	7	10.5
UNMEE	2	27.5	—	—	5	13.5
UNMIK	—	—	—	—	—	—
UNMIL	—	—	—	—	3	14.5
UNMIS	1	36.0	—	—	6	4.5
UNMIT	—	—	—	—	—	—
UNOCI	—	—	—	—	—	—
UNOMIG	—	—	—	—	—	—
Total	**18**	**136.0**	**1**	**1.0**	**43**	**194.5**

Conclusion and recommendations

158. The 2007/08 period will be remembered as a pivotal year for United Nations peacekeeping with the implementation of major reform measures and the planning and deployment of the largest and most complex peacekeeping operation to date, alongside the continued delivery of support to 15 current peacekeeping operations.

159. The reliance of Member States on United Nations peacekeeping underscores its central role in the Organization's efforts to maintain international peace and security. Meeting today's complex operational needs within limited available resources demands that the Organization continue to find flexible, cost-effective and reliable approaches. Both the Department of Peacekeeping Operations and the

Department of Field Support must continue to adapt peacekeeping to the evolving needs of the international community, always cognizant of the lessons to be learned from the field. The capacity of peacekeeping to learn from experience and to evolve accordingly lies at the heart of its success.

160. Sustaining and supporting 140,000 personnel in the field and managing a budget of nearly $8 billion requires the continued support, commitment and engagement of Member States. The Secretariat appreciates the indispensable contributions of troop- and police-contributing countries to United Nations peacekeeping. The unprecedented growth of peacekeeping is a clear sign of the trust that the membership places in it. The Secretariat wishes to thank all Member States for the confidence that they have placed in the ability of the Department of Peacekeeping Operations and the Department of Field Support to manage and account for the resources entrusted to them for peacekeeping purposes.

VIII. Actions to be taken by the General Assembly

161. The actions to be taken by the General Assembly are as follows:

(a) **Take note of the action taken in response to General Assembly resolutions 61/244 and 61/276 to review the contracts of staff serving on appointments of limited duration;**

(b) **Take note of the efforts taken to strengthen coordination with relevant United Nations entities in the area of field operations.**

Annex I

Decisions and requests in General Assembly resolution 61/276 of 29 June 2007

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-second session (unless otherwise stated)*
Section I	**Cross-cutting issues**		
Paragraph 7	Ensure that the outstanding reports are submitted at the second part of its resumed sixty-second session.	DPKO/DFS/ DM	Separate reports
Paragraph 8	Submit a report on the possible application of the relevant provisions of the present resolution to other field operations administered by the Department of Peacekeeping Operations, including special political missions, where applicable, under the agenda item entitled "Proposed programme budget for the biennium 2008-2009".	DPKO/DFS/ DM	Separate report
Section II	**Budgeting and budget presentation**		
Paragraph 5	Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session.	DPKO/DFS/ missions	Overview report
Section V	**Best practices**		
Paragraph 2	Submit a comprehensive report on this issue to the General Assembly at the second part of its resumed sixty-second session, including on how information on best practices is being utilized in mission planning, as well as efficiency gains and improvements in effectiveness being made as a result of those efforts.	DPKO/DFS/ missions	Separate report (A/62/593)
Section VII	**Staffing, recruitment and vacancy rates**		
Paragraph 2	Review the standards for the recruitment of National Professional Officers and to report thereon to the General Assembly at its sixty-second session for its consideration and action.	DFS/OHRM	Separate report

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-second session (unless otherwise stated)*
Section VIII	**Use of 300-series and 100-series appointments**		
Paragraph 3	Authorizes the Secretary-General to reappoint, under the 100 series of the Staff Rules, those mission staff whose service under 300-series contracts has reached the four-year limit by 31 December 2007, provided that their functions have been reviewed and found necessary and their performance has been confirmed as fully satisfactory, and requests the Secretary-General to report thereon to the General Assembly at its sixty-second session.	DFS	Overview report
Section X	**Death and disability claims**		
Paragraph 6	Take urgent measures to eliminate the existing backlog of death and disability claims pending for more than three months and to report to the General Assembly on the progress made at the second part of its resumed sixty-second session.	DFS	Separate report
Paragraph 9	Conduct a comprehensive review of the administrative and payment arrangements and procedures for the payment of compensation in cases of death and disability sustained by members of peacekeeping contingents and formed police units, civilian police officers and military observers with a view to simplifying, streamlining and harmonizing the current process, and to submit a report thereon to the General Assembly at the second part of its resumed sixty-second session.	DFS	Separate report
Section XI	**Military**		
Paragraph 2	Decides to authorize the payment, as necessary, of mission subsistence allowance to staff officers during in-mission official travel in cases where accommodation and/or food cannot be provided by the mission and to review this issue in the context of the analysis requested in paragraph 56 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/61/852).	DPKO/DFS/ missions	Overview report
Paragraph 4	Provide updated information on rapid deployment of military resources in the context of his next overview report.	DPKO/DFS	Overview report
Section XIII	**Air operations**		
Paragraph 5	Further strengthen coordination with relevant United Nations entities in the area of air operations and to report on progress made in his next overview report.	DFS/missions	Overview report

Reference	*Requests to the Secretary-General*	*Responsible entities*	*Reporting mode, if applicable, for sixty-second session (unless otherwise stated)*
Section XIV	**Ground transportation and utilization of vehicles and spare parts**		
Paragraph 1	Include information on progress made towards global management of spare parts in his next overview report.	DFS	Overview report
Paragraph 5	Report on the results achieved regarding the completion of the assets management system, a comprehensive fleet management system on spare parts management, at the second part of its resumed sixty-second session.	DFS	Separate report
Section XV	**Fuel management**		
Paragraph 2	Prepare a fuel management manual and standard operating procedures and to include in his report thereon information on the review of current business model for the provision of fuel, measures taken to improve fuel management, including information on experience with mission electronic fuel accounting system and fuel log system projects, and plans to introduce alternative systems designed to support global fuel management.	DFS	Overview report
Section XVI	**Conduct and discipline**		
Paragraph 5	Examine ways to strengthen cooperation and coordination of conduct and discipline teams, the Office of Internal Oversight Services and other entities of the United Nations system, both at Headquarters and in the field, and to report in this regard at the second part of its resumed sixty-second session in the context of the overview report.	DFS	Overview report
Paragraph 6	Submit a comprehensive report on the issue of conduct and discipline, including full justification of all posts, with staffing levels, functions and their impact on conduct and discipline, at its sixty-second session.	DFS	Separate report
Section XIX	**Procurement**		
Paragraph 2	Increase efforts to improve procurement opportunities for vendors from developing countries and countries with economies in transition and report thereon to the General Assembly at its sixty-second session.	DM	Annual procurement report
Section XX	**Regional coordination**		
Paragraph 2	Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission, and that he report thereon to the General Assembly in the context of his next overview report.	DPKO/DFS/ missions	Overview report

Annex II

Pro forma costs for United Nations Volunteers assignments with peacekeeping missions, effective August 2006

(United States dollars)

Entitlement	*Sudan*	*Western Sahara*	*Liberia*	*Côte d'Ivoire*	*Eritrea*	*Timor-Leste*	*Democratic Republic of the Congo*	*Haiti*	*Kosovo*	*Georgia*
a. Predeployment expenses, assignment and repatriation travel	5 000	5 000	5 600	5 000	5 000	5 000	5 600	5 600	5 000	5 000
b. Settling-in-grant plus	4 317	3 636	3 609	1 750	3 579	4 050	3 795	3 480	3 657	3 636
c. Volunteer living allowance*	28 908	22 956	26 556	22 440	23 568	25 920	27 900	28 320	26 484	22 164
d. Hazardous duty station supplement	6 240	—	6 240	6 240	6 240	—	6 240	6 240	—	6 240
e. Orientation and training	300	300	300	300	300	300	300	300	300	300
f. Resettlement allowance	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800
g. Medical/life insurance	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404
h. Programme support	3 838	2 808	3 641	3 275	3 351	3 078	3 763	3 772	3 092	3 244
Total	**51 807**	**37 904**	**49 150**	**44 209**	**45 242**	**41 552**	**50 802**	**50 916**	**41 737**	**43 788**

Calculation of Volunteer living allowance	*Sudan***	*Western Sahara*	*Liberia***	*Côte d'Ivoire***	*Eritrea*	*Timor-Leste*	*Democratic Republic of the Congo***	*Haiti***	*Kosovo*	*Georgia*
i. Monthly living allowance	1 439	1 212	1 203	1 250	1 193	1 350	1 265	1 160	1 219	1 212
j. Accommodation	760	491	800	410	561	600	850	990	778	425
k. Family allowance, one dependant	250	250	250	250	250	250	250	250	250	250
l. Family allowance, two dependants	450	450	450	450	450	450	450	450	450	450

* Calculated as 40 per cent Volunteer living allowance for Volunteer with no dependants, plus 30 per cent Volunteer living allowance for Volunteer with one dependant, plus 30 per cent Volunteer living allowance for Volunteer with two or more dependants.

** The accommodation allowance for these countries is being reviewed and will almost certainly change.

Pro forma costs for United Nations Volunteers programme managers (staff member) with peacekeeping missions

(United States dollars)

Entitlement	*Sudan*	*Western Sahara*	*Liberia*	*Côte d'Ivoire*	*Eritrea*	*Timor-Leste*	*Democratic Republic of the Congo*	*Haiti*	*Kosovo*	*Georgia*
a. Programme manager	144 000	—	144 000	144 000	—	120 000	180 000	144 000	120 000	—
b. Programme support	11 520	—	11 520	11 520	—	9 600	14 400	11 520	9 600	—
Total	**155 520**	**—**	**155 520**	**155 520**	**—**	**129 600**	**194 400**	**155 520**	**129 600**	**—**

Annex III

Pro forma costs for United Nations Volunteers assignments with peacekeeping missions, revised in August 2007

(United States dollars)

Entitlement	*Sudan*	*Western Sahara*	*Liberia*	*Côte d'Ivoire*	*Eritrea*	*Timor-Leste*	*Democratic Republic of the Congo*	*Haiti*	*Kosovo*	*Georgia*	*Chad*
a. Predeployment expenses, assignment and repatriation travel	5 000	5 000	5 600	5 000	5 000	5 000	5 600	5 600	5 000	5 000	5 000
b. Settling-in-grant	4 359	3 762	4 134	4 431	3 828	4 188	4 323	4 134	3 930	3 912	4 698
c. Volunteer living allowance*	29 076	23 460	29 046	25 824	24 564	26 472	30 312	30 936	27 576	23 268	28 884
d. Hazardous duty station supplement**	6 240	—	6 240	6 240	6 240	—	6 240	6 240	—	6 240	6 240
e. Orientation and training	300	300	300	300	300	300	300	300	300	300	300
f. Resettlement allowance	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800
g. Medical/life insurance	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404
h. Home visit	2 500	2 500	3 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
i. Medical kits	50	50	50	50	50	50	50	50	50	50	50
j. Programme support	3 854	2 858	3 882	3 600	3 451	3 133	3 998	4 033	3 201	3 354	3 866
Total	**54 583**	**41 134**	**55 456**	**51 149**	**49 137**	**44 847**	**56 527**	**56 997**	**45 761**	**47 828**	**54 742**

Calculation of Volunteer living allowance	*Sudan****	*Western Sahara*	*Liberia****	*Côte d'Ivoire*	*Eritrea*	*Timor-Leste*	*Democratic Republic of the Congo****	*Haiti****	*Kosovo*	*Georgia*	*Chad*
k. Monthly living allowance	1 453	1 254	1 378	1 477	1 276	1 396	1 441	1 378	1 310	1 304	1 566
l. Accommodation	760	491	800	465	561	600	850	990	778	425	631
m. Family allowance, one dependant	250	250	250	250	250	250	250	250	250	250	250
n. Family allowance, two dependants	450	450	450	450	450	450	450	450	450	450	450

* With the exception of Liberia and the Democratic Republic of the Congo where the proportions vary minimally to better reflect reality these are calculated as 40 per cent Volunteer living allowance for Volunteer with no dependants, plus 30 per cent Volunteer living allowance for Volunteer with one dependant, plus 30 per cent Volunteer living allowance for Volunteer with two or more dependants.

** The inclusion of hazardous duty station supplement will depend on the security level in the country. This can also affect the level of entitlements due to United Nations Volunteers programme managers.

*** The accommodation allowance for these countries is being reviewed and will almost certainly change.